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PUBLIC RELATIONS IN ACTION

Public Relations *in Action*

Case Studies from First Annual Awards Competition of the American Public Relations Association

EDITED BY

Philip Lesly

WITH A FOREWORD BY

Robert E. Harper

Executive Director, American Public Relations Association

CHICAGO



NEW YORK

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PRINTED IN THE UNITED STATES OF AMERICA

PREFACE

BECAUSE it is applicable to all human relationships, the profession of public relations has developed in a generation into a major factor in American business and society. As a result, it now has so many phases and applications that no one person practices all of them, and few are acquainted with a majority of them. This fact has been a major cause of confusion and disagreement among public relations practitioners who have tried to formulate a definition for public relations or an all-inclusive method of operation.

Seen in its broadest scope, through a study of the many types of public relations activity being practiced by able men and organizations, public relations demands the broadest sort of definition: All activities and attitudes intended to judge, influence and control the opinion of any group or groups of persons in the interests of any individual, group or institution. While this definition will be too broad for almost every individual public relations activity, it encompasses all public relations activities under one working description.

It can be seen that public relations, according to this definition, will include activities designed to influence the opinions of small groups, like nine men of a court or five men of a committee; larger groups, such as a firm's employees or stockholders, or the community in which a factory operates; still larger groups, such as the voting population at election time; and all persons, such as a movement for a single world government. It also must be interpreted to include many techniques, such as opinion research and analysis; placing of information and propaganda in newspapers, magazines, technical and other journals, radio, motion pictures, books, pamphlets, public addresses, songs, paintings, photographs; advertising of all types;

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personal relationships with members of the group being influenced; teaching in regular educational channels; and others.

Because of its rapid growth and the fact that it involves influencing of opinions in the interests of special groups, public relations has until very recently been shrouded in secrecy. An occasional garbled story of public relations activity reached the public, usually in connection with a scandal or a publicity-seeking stunt. A few theorists wrote books and essays on the principles of the profession, avoiding references to important specific activities. But very little was ever made available to the public that would point out how public relations operates and what it can mean in practice.

The editor, with the aid of some details provided by T. R. Sills, included outlines and analyses of a number of public relations programs with which he was familiar in *Public Relations: Principles and Procedures*.^{*} This, to his knowledge, was the first broad-scale departure from the secrecy that had hidden specific activities. About the same time newsletters and trade publications began to publish some outlines of public relations programs, and the national associations of public relations practitioners succeeded in getting many of their members to discuss their work.

Yet, nearly thirty years after the first consciously planned public relations activities, there has not been made available to public relations men or laymen a systematic compilation of successful public relations programs, in detail and complete enough to provide an insight into the planning and the opportunity to learn new techniques and ideas that may be applicable in other situations. This lack has retarded a universal understanding of public relations and its scope.

The first annual public relations awards competition conducted in the winter and spring of 1946 by the American Public Relations Association provided an opportunity to produce such a volume. This competition attracted nearly two hundred and

^{*}Published by Richard D. Irwin, Inc., Chicago, December, 1945

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fifty excellent entries from almost all types of organization—large and small, public and private. It was by far the best compilation of public relations case studies ever available.

The APRA, in giving forty-four awards in fourteen classifications, was forced to be extremely selective. Of these prize winners, not all have been included in this book; one is omitted because its sponsor prefers not to make it available to the general public; others too closely duplicate programs that are included—the editor's own program for Ziff-Davis Publishing Company, for example, consisted largely of activities which also were carried on by one or another of the entries included.

At the same time, a few of the entries which did not win awards are illustrative of excellent planning or execution which are not included in others. For this reason, a number of non-winners have been included in this book, and help to provide a more complete picture of the field.

In its final form, this volume is not all-inclusive of public relations activities; it is doubtful whether any one volume ever could be. There is no example, for instance, of a program designed to build up an individual into a major figure, or one along the limited lines of the entertainment field. Both of these have received more attention than other phases already, and none meriting special attention was submitted in the competition. It is expected that later volumes in this series will provide many phases and techniques previously unpublished.

The process of selection for this volume depended upon the nature and contribution of the entries. The greatest possible variety was sought, and good programs that added nothing new were omitted. Over-emphasis on wartime programs was avoided. Other good entries depended for their effectiveness upon materials which cannot be reproduced in a book, such as elaborate displays, booklets and working kits. Many of the groups which mention such materials will provide copies upon request.

Illustrations included are in most cases representative. The example of a publicity mat used by the American Meat Insti-

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tute, for instance, is a good illustration of the type of mats used by others.

Every effort has been made to retain the style of the original authors of these programs, except where the format of the book required change or the style was altered for consistency.

In aggregate, the material in this book will indicate that good will and the reputation of any organization are becoming increasingly important to its welfare. All types and sizes of publics are important to all groups—not just the mass of prospective customers, but also the employees, the stockholders, the community, the governments, the suppliers and often individual influential bodies. This fact is receiving more and more recognition from the leading organizations, in all fields, and gradually by smaller organizations. It is indicated that the rapid growth of public relations in America is due to continue until its principles are of major importance in all forms of human activity.

It is also interesting to note how frequently paid advertising is now being used as an instrument of public relations. As a hard-hitting means of making a point, advertising is often indispensable in the program where the objective merits the cost. Yet it is also important to notice that in none of these programs is advertising considered as the sole instrument; and that the advertising programs have their genesis in well-thought-out public relations concepts. This indicates how, more and more, the public relations man is using the specialized skills of the advertising man in his work; and how the advertising man benefits from the increasing emphasis on public relations.

It should be pointed out that the outlines of these programs were prepared between January 15 and February 15, 1946. In a few cases subsequent events have altered some of the activities mentioned.

In producing this volume of specific activities in public relations, the editor anticipates that many professional public relations men and women, businessmen and students will find it a good companion volume to *Public Relations: Principles*

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and Procedures, which fills in the background and theory of the profession and provides specific examples to illustrate the points made.

If this book helps guide the development of the profession, by pointing the way and clarifying the principles for those who have responsibility for relations with any type of group, the editor, the APRA and the public relations directors whose programs are included will be gratified. If it helps also to mold the thinking within public relations and direct its sights toward even more constructive accomplishments, our fullest goal in publishing it will be achieved.

CHICAGO, ILLINOIS

June, 1946

PHILIP LESLY

ACKNOWLEDGMENTS

Appreciation is due to Ruth Edwards Lesly for inspiration and guidance, and for assistance in preparation of the glossary.

To Robert E. Harper, Executive Director of the American Public Relations Association, and Charles F. Warden of the Public Relations Commission, Washington, for their indefatigable work on the awards competition and for helping to make this compilation possible.

To Birtie A. Johnson of the APRA for help in gathering the material.

To Jane Drucker and Irene Nawrocki for their assistance with details and correspondence.

To the distinguished panel of judges in the Awards Competition for their fine judgments of the entries.

And to the following for granting permission to include their entries in this volume:

J. Nelson Stuart, formerly General Manager, Gas Mask Division, Johnson and Johnson, for the Gas Mask Division program which he planned and directed.

Ben Stern, Assistant Administrator for Office of Aviation Information, Civil Aeronautics Administration.

Stanley Baar, Executive Vice President, Allied Liquor Industries.

B. E. Young, Assistant to the President, Southern Railway System.

Paul Jones, Director of Public Information, and Dan Thompson, Director of Radio, National Safety Council.

E. B. Lyman of Cities Service Company.

Nathan E. Jacobs of The Jacobs Company, for Society of American Florists.

National Association of Ice Industries.

Acknowledgments

Walter W. Belson, Director of Public Relations, American Trucking Associations.

Frank Block, Frank Block and Associates, for U. S. Victory Pulpwood Campaign.

John R. Burkhart of the National Council of the Young Men's Christian Associations, for that organization's War Prisoners Aid program.

Jack Horner, Manager of Long Beach Retailers, Associated.

Norman Draper, Director of the American Meat Institute.

Walter E. Schneider, Director of Press Relations, Institute of Life Insurance.

Harold R. Quimby, Secretary, National Shoe Manufacturers Association.

Alexander Williams, Information Director, American Fat Salvage Committee, Inc.

Joseph A. Bernstein, Treasurer, Publicity Associates, Inc., for The Thomas Paine Memorial Campaign.

Irwin Robinson, Executive Vice President of Tracy-Robinson, Inc., formerly Director of Public Relations for The Advertising Council.

Harry H. Field, Director of the National Opinion Research Center of the University of Denver.

Len De Caux, Publicity Director, Congress of Industrial Organizations.

Weston Smith, Vice President of *Financial World*.

Willard Egolf, formerly Director of Public Relations, National Association of Broadcasters.

S. A. Boyer, Assistant to the President, The New York, New Haven and Hartford Railroad Company.

Horton H. Heath, Director of the Department of Information, National Broadcasting Company.

Sally Dickson, Sally Dickson Associates, for that firm's Woman's Club Service Bureau.

FOREWORD

by

Robert E. Harper

Executive Director, American Public Relations Association

THE American Public Relations Association was founded on the broad base of practical application by all qualified practitioners who operate within the public interest. High on its agenda of salient objectives was the establishment of periodic awards for most meritorious public relations performances.

Within two years of successful operation as "the national organization for the public relations profession," the American Public Relations Association established fifteen separate divisions to represent specific areas of application; won recognition from and participation by a representative number of qualified practitioners in each of the fields and witnessed the judging and presentation of its first group of annual awards to those public relations programs considered outstanding accomplishments of 1945.

Program performances and achievements make case-history material and it was a natural consequence that this workbook grew out of the prescribed statements and supplemental exhibits that were entered in the judging of the 1945 APRA awards and that, at last, such a needed, useful "how-it-was-done" compilation is made available to all of us charged with sustaining and increasing the effectiveness of public relations, generally, and as we apply it, individually.

"Public Relations in Action" should help provide most of us with new answers and fresh approaches to old questions and continuing problems; should sharpen our thinking and quicken our planning related to our respective day-by-day assignments from the viewpoint of how others solved situations similar to

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our own; and should guide us in rendering greater dimensions of service and richer rewards to our clients or employers and, finally, to that part of the name we claim—The Public—which is, inevitably, our court of last resort.

One man, in his time, seldom shares the honor and opportunity of carving his initials on a milepost of human progress. The writer is, therefore, deeply grateful for the set of circumstances which, because he happens to enjoy the good fortune of being Executive Director of the American Public Relations Association and because his Association happened to be responsible for the first awards for public-relations program excellence, finds himself requested by the editor to write this foreward.

Your editor, Philip Lesly, has understandingly presented us with a kit of tried-and-tested tools with which anyone of us, professional or apprentice and regardless of affiliation, can, singly and collectively, build a stronger, more lasting and more beneficial public relations edifice.

“Public Relations in Action” should become much more than just a sourcebook for those who read as well as run. It should, more importantly, help to chart the course, as a textbook, for those who are yet to travel the trail that we have blazed in their efforts to carve out careers in public relations.

In the productive and progressive years to come, as these annual awards help to place more volumes on the public relations bookshelf of case histories, we may reach a point of proof in our credos where we will be ready to write a dictionary definition of public relations and the specifications of those whom the meaning defines.

Certainly, this book and others like it, in a continuing series, should help mold a better character among our own people and weld us ever closer in our preachments and practices; and should help bridge the gap of learning for those public relations leaders yet to rise.

In participating in the development of that program, the Association looks forward to the realization of another of its

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original objectives—the establishment of schools of public relations as part of the regular curricula of leading colleges and universities, wherein this and other texts that it may help to inspire will become prescribed classroom material.

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Development of a Potential Market

Southern Railway System

Disseminating Information for a Group's Long-Term Welfare

American Association of Small Loan Companies
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PUBLIC RELATIONS IN ACTION

Chapter One

THE ADVERTISING COUNCIL

B*Y PERFORMING* an important public service through use of its own resources, the advertising business during the war—through activities of the War Advertising Council—proved its effectiveness as a social force. By marshaling the nation's forces for the universal good, it demonstrated its ability to perform a socially beneficial task as well as to sell goods.

At the same time, of course—and this was the prime motivation of the program—the national security that makes the advertising business possible was in danger and needed all the resources available to save it. The individuals and the organizations which contributed their efforts and funds to this program were staking America's survival. They had faith in the effectiveness of their own techniques, and in proving their own faith served to prove to the public that advertising is an indispensable force in modern living.

In this two-directional accomplishment is an example of how other organizations and industries can serve their own interests by using their resources for the public's good. A function that can help society in an unselfish program is more convincing when it seeks to sell itself as a commercial function. At the same time, the goodwill created by public appreciation for services contributed is an invaluable asset to any business.

The War Advertising Council (now The Advertising Council) was formed shortly after Pearl Harbor to mobilize the power of advertising to help win the war. The Council is a non-profit organization representing all branches of advertising activity: advertisers, agencies and the major media—newspapers, magazines, radio, outdoor, and point-of-sale. Affiliated with the Council are twenty-seven associations in the advertising and graphic arts fields.

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OBJECTIVES

1. To inform the American people of home-front needs and to induce them to take voluntary action to meet those needs.
2. To mobilize advertising power as a means of keeping the people informed.
3. To help American business perform an unprecedented public service.

METHODS

Since January, 1942, The War Advertising Council had been conducting a campaign, in behalf of all branches of the advertising field, to help government use advertising as an organized channel of communication to keep the American people informed on war needs. The campaign gained momentum during 1943 and 1944. American business, large and small, gave a remarkable demonstration of public service by contributing more than \$800,000,000 worth of advertising space, time, and service in support of home-front drives.

After the Allied sweep across France in the summer and fall of 1944, the American people were supremely confident that the end of the European war was in sight. But the Battle of the Bulge put a damper on rising spirits. We entered 1945 considerably chastened. We were war-weary, too, after more than three years of relentless pressure and home-front dislocation.

This is how the Council summed up the 1945 problem in a report on its third year of operations:

Germany shows signs of crumbling. There is little doubt but that the bulk of the hard fighting in Europe will be over in 1945.

But as we pass from the period of fighting two wars to the fighting of one, there is no doubt that much of the fervor will seep out of our war effort. Death will still walk at the side of the men at the front, but complacency will be our enemy at home.

The calls to rally continued support of the war, to muster continuing and willing compliance with the restrictions and

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demands that must go unabated—all these requests may carry an added note of urgency.

The most tragic thing that could happen in 1945 would be for the home front to let the fighting front down. If war bond sales fell off, if blood banks dried up, if spending sprees carried prices to higher and higher levels, if we failed to produce, package, and ship our war supplies—we would deserve the bitterness we would most certainly get from our fighting men.

In addition to the primary job of sustaining advertising support for war needs, the Council must also provide for a sustained effort *after the shooting war is over*. It was evident a year ago that even if the war in Europe and the Pacific ended during 1945, the need for keeping the American people informed on emergency problems would *not* end.

The 1945 program was therefore formulated with both goals in mind. The first job was to keep advertising mobilized for war campaigns; the second, to convince American business that the public service opportunity would not terminate with the shooting.

The machinery needed to accomplish the stated objectives was in operation as 1945 began. But the new problems necessitated gearing up for a more intensive effort and expanded participation on the part of businessmen everywhere. Specific steps taken were as follows:

1. Inauguration of a vigorous campaign to convince business that it would not be fulfilling its public service responsibilities if it withdrew war-theme advertising support while men were still fighting and dying.

Kickoff for this campaign was a dramatic brochure, written by a well-known advertising man who had recently returned from a special War Department-Treasury mission to Europe. The brochure, "Are We Getting a Little Tired of the War?" pulled no punches. It compared the sacrifices being made by fighting men with the contributions requested of business. It hammered away at the theme, "There Will Be No Post-War Until the Last Gun is Fired." It wound up with a smashing

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climax which portrayed a soldier who had given half a leg, another who had given half an arm, another who had given half his eyes. It asked business: "Will you give half your ads?"

Twenty-five thousand copies of the brochure were distributed to top management men, advertising executives, sales executives, media executives, trade associations, labor officials, educators, legislators.

The brochure was widely publicized in the trade and general press. Art contained in the brochure was made available to advertisers for their own use. Scores of ads appeared in the trade press and in house organs backing the Council appeal and urging business to sustain its effort.

The brochure was used as a take-away at meetings sponsored by advertising clubs and other local groups throughout the country. Council speakers used the text as the keynote of their story.

2. The Council's "sales force" was expanded to exploit the intensified promotion campaign. Over a period of time the Council has developed a field force comprising some four hundred part-time volunteers, representing magazines, newspapers, outdoor advertising, and radio. These men operated under regional chairmen located in New York, Chicago, Detroit, Cleveland, Atlanta, and San Francisco. They called on advertisers and agencies, explained war-theme needs, distributed Council campaign information, secured advertising support for important campaigns.

The "something new" added to handle the heavier 1945 selling job was the enlistment of seven full-time men, whose services were contributed to the Council by Columbia Broadcasting System, Crowell-Collier Publishing Company, Curtis Publishing Company, Macfadden Publications, McGraw-Hill Publishing Company, National Broadcasting Company, *The New Yorker*, *This Week Magazine* and Time, Inc. These men, sales representatives of the highest caliber, were attached to the

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Council staff. They coordinated the work of the part-time volunteers and made calls on advertisers and agencies.

To equip the new full-time men with information and background for their task, the Council arranged a week's indoctrination course in New York and Washington. The men heard of campaign needs from top management and military officials; they visited military installations and were given an opportunity to see the management of the war from the inside.

3. Through the National Retail Dry Goods Association the Council enlisted the organized support of department stores throughout the country. This tieup made possible better liaison with department stores and more advertising support in local newspapers. It also furnished a point-of-sale machinery for war appeals which paid rich dividends.

4. The Council intensified promotion activities through its twenty-seven affiliated associations. Newsletters, bulletins, campaign guides and similar documents received wider distribution than ever before.

5. The Council intensified its publicity effort. This was broken down into two segments: (1) emphasis on the continuing need for avoiding a letup in advertising's public service job; (2) spotlighting special campaign needs as they arose.

6. The Council pointed up more strongly than ever before the self-interest angle.

Wherever possible information was gathered on the actual public relations values that accrued to individual business firms which sponsored war-theme advertising.

7. As the war in Europe drew to a close the Council shifted emphasis entirely to the job in the Pacific.

8. At war's end the Council presented its peacetime public service program and proceeded to win acceptance for the project.

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During 1945 the Council served these agencies:

American Red Cross
Department of Agriculture
Federal Bureau of Investigation
National War Fund
Office of Economic Stabilization
Office of Price Administration
Office of War Information
Petroleum Administration for War
Retraining and Reemployment Administration
State Department
Treasury Department
United Nations Relief and Rehabilitation Administration
U. S. Army
U. S. Navy
War Food Administration
War Manpower Commission
War Production Board
War Shipping Administration

In each campaign a campaign guide was prepared. This contained background information on the need and suggested copy slants. In most instances "pattern ads" were included to help advertisers visualize the problem. General and trade publicity accompanied each new campaign project. The 1945 campaigns included:

Merchant Seamen (recruiting)
V-Mail (promoting its use by civilians)
Medical WACS (recruiting)
Red Cross (drive for funds)
War Bonds
Veterans' Problems
Loose Talk (until V-J Day)
Paper Shortage
V-E Day Message (urging continued effort against Japan)

The Advertising Council

Job in the Pacific

International Cooperation

Transition to Peace

V-J Day found the Council ready to project its public service program for business into the post-war period. As a prelude to the issuance of its formal proposal the Council distributed a complete summary of its work since Pearl Harbor. The report was titled, "1307 Days." The formal proposal for a peacetime operation was contained in the booklet, "From War to Peace." Seven reasons were given for carrying on the work. These were:

(a) Because the need for it did not end with the firing of the last shot; because many reconstruction and post-war problems will be as serious as those faced during the war; because the future welfare of business and advertising is interlocked with the future welfare of the American people.

(b) Because the Council's wartime experience has shown that, properly used, advertising can be as great a force in the public interest as it has been in the private interest.

(c) Because in demonstrating the above it has also demonstrated that the best public relations program for advertising, and indirectly for business as a whole, is unselfish public service.

(d) Because it has brought together in a common purpose, and at the highest level, all the interests of advertising, and has become a unifying force of great value.

(e) Because it has the possibility of providing guidance and leadership to make advertising a more effective tool both of business and of society as a whole.

(f) Because every type of business activity will continue to need liaison with government, and the Council is in a preferred position to continue as the mechanism which will supply this need to advertising.

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(g) Because any business in the future which does not have and demonstrate a continuing sense of social responsibility will not find itself operating in a satisfactory climate.

Representatives of the sponsoring groups undertook immediately to enlist the support of their organizations. But while this was in process many other jobs had to be tackled. With the dissolution of the Office of War Information there was no central government agency equipped to coordinate informational needs. The various pooled advertising facilities—radio allocations, outdoor posters, car cards, window posters—were administered by OWI throughout the war. Preparations had to be made to handle these jobs.

The Council recommended to the President that a focal point for government information programs be set up within the Office of War Mobilization and Reconversion. The suggestion was accepted.

The Council took over administration of the radio network allocation plan, the outdoor, car card and window poster pools.

The post-war plan called for creation of a Public Advisory Committee, drawn from all segments of our national life, to help the Council select non-government programs which were in the public interest. The Council proceeded to recruit such a committee.

Between V-J Day and the end of the year the post-war program began to take shape. All sponsoring groups agreed to continue their financial support of the organization, which now became The Advertising Council.

A revised network allocation plan, scaled down from the wartime pattern, was submitted to network advertisers throughout the country. By year's end more than 90 per cent of those who had participated in wartime allocations agreed to carry on their public service in peacetime. This represented about 85 percent of audience coverage of all programs broadcast over national networks.

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The outdoor advertising industry agreed to continue its pool for public service messages, amounting to about three thousand and twenty-four-sheet posters per month.

The transportation advertising industry renewed its commitments, amounting to about 60,000 car cards per month. The window display industry likewise agreed to carry on, offering about 40,000 window posters per month.

Before the end of 1945 the Council was handling a group of important government campaigns which were carry-overs from the war: bonds, anti-inflation, veterans' problems, etc. New campaigns were taken on at the request of government as well as non-government agencies. The transition from war to peace was well under way.

RESULTS

1. The program successfully mobilized advertising as a major vehicle for conveying information to the public. An estimated \$200,000,000 worth of advertising space and time was contributed by American business, to swell the total since Pearl Harbor to more than one billion dollars.

2. Guided business in helping war leaders attain the objectives set for major home-front campaigns.

Top government officials emphasized repeatedly the statement made by President Roosevelt in a letter he wrote the Council on December 7, 1944: "The voluntary contribution made by advertising men and women under the Council's leadership has been of notable assistance to the government's wartime information programs . . . This large-scale aid from American Business has helped keep our people informed of the need to buy war bonds, prevent inflation, donate blood and otherwise play their part in the war."

3. Helped create a wartime information mechanism which enabled the nation to fight through its first global war with a minimum of compulsion.

4. Created a better understanding in high government circles of what advertising is and how it works.

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5. Won increased prestige for advertising and for business as a whole.

6. Achieved increased acceptance for its doctrine that public service advertising is the best type of public relations advertising.

7. Sketched a blueprint which enabled business to demonstrate a continuing sense of social responsibility.

All services rendered by The Advertising Council to government as well as non-government "clients" are performed without charge. The Council operated during 1945 on a budget of \$175,000, contributed by the various sponsoring groups. A small paid staff is maintained in New York and Washington. The bulk of the effort is performed by volunteers.

Chapter Two

ALLIED LIQUOR INDUSTRIES

HAVING once paid the penalty of abusing public tolerance of anti-social conditions, the liquor industry is conscious of the necessity for avoiding the recurrence of such abuses. As manufacturer of a product which only by delicate handling avoids becoming a social menace, the industry knows that Prohibition will return if a majority of people come to believe that liquor is detrimental to society.

In such a situation, it is too late and too little to attempt to set right damage done directly or indirectly by alcoholic beverages. It is necessary to prevent abuses that attract public disapproval—to make certain that wherever it is available for inspection, liquor is on its best behavior.

For this reason, the efforts of the liquor industry to achieve favorable public opinion is a preventive program. Instead of argument or propaganda, self-policing is employed; criticism is avoided and there is no need to shout it down.

The point at which liquor meets the trial of public opinion is the retail outlet, in most cases. While the public drunk, the wife-beating alcoholic, and the drunken driver are equally damaging, it is the tavern and package-liquor store which, by control of their sales, can provide an acceptable or an ugly view to inspection. It is primarily on the retail outlet, then, that the liquor industry concentrated in protecting its public good will.

In a less intensive way, all industries which have retail outlets depend upon them for their most direct impression upon the public. Good relations at the selling level are always vital.

Allied Liquor Industries is a nation-wide, industry-wide public relations organization for the liquor industry whose activities are supported by more than five hundred individual dis-

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tillers, wholesalers, rectifiers, importers, and whiskey brokers throughout the nation. (It is now merged in the new Licensed Beverage Industries, with the same objectives.)

While the broad program of objectives of Allied Liquor Industries includes all phases of public relations activities in order to merit, assure, and safeguard favorable public opinion for the liquor industry, this phase, known as Allied's "Stitch-in-Time" program, confines itself to only one phase of the public relations activity.

OBJECTIVES

Recognizing that the tavern or bar is that element of the industry which comes into daily contact with the general public and consequently is the "show window" of the liquor industry, Allied Liquor Industries created and designed a program which had as its principal objectives, the following:

1. To make tavern and bar owners cognizant of their social responsibilities in the conduct of their businesses.
2. To get the tavern or bar operators in their respective communities to self-regulate or self-police their own industry in order to eliminate undesirable practices and conditions within the industry at the retail level.
3. To get tavern or bar operators to pledge themselves to operate their places of business in strict compliance with all laws and regulations governing the industry, with special emphasis on the laws pertaining to the sale of alcoholic beverages to persons under legal age and to intoxicated and undesirable persons.
4. To secure sponsorship of a series of newspaper advertisements in the local newspaper, paid for cooperatively by the tavern or bar owners themselves, to bring to the attention of the public the operating principles to which the operators had pledged themselves and at the same time to solicit the cooperation of parents, juveniles, and the public generally in observing the regulations governing the sale of alcoholic beverages.

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5. To acquaint the public with the industry's self-regulatory program through news stories in the newspapers of the respective local communities.

While sales to minors, and other undesirable practices are engaged in by only a minority of the tavern and bar operators in a community, the actions of this minority create public resentment and bring discredit upon not only those who engage in such practices but upon the entire industry within the community. This resentment if allowed to grow and coupled with the energetic efforts of professional prohibitionists places the industry in jeopardy of being voted out of business. Therefore, the job is two-fold, namely; (a) to curb the practices of the minority either by direct appeal or by indirection in focusing public attention upon them and thus bringing public pressure to the point of eliminating such practices, and (b) to inform the public that the majority of the tavern and bar operators are respectable citizens who are making a sincere effort to operate their places in a clean, decent, and orderly manner in strict observance of all laws, and maintain and improve the good will of the public toward the liquor industry, especially at the retail level.

Realizing that with limited budget and personnel the program could not be extended to every one of the forty-five legally wet states in the nation during the year, and thus being unable to undertake a thorough job covering every community in one or several states, the intent of the "Stitch-in-Time" program was to get it into operation in a reasonable number of communities in as many states as possible so as to give it a nation-wide aspect. On such a basis the program would to some extent gain momentum of its own accord and thus would facilitate its expansion in the following year.

METHODS

The total appropriation allocated for carrying out the program during the first year was \$20,000, which was to include

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the salary of the person conducting the program, traveling expenses, cost of preparation of newspaper advertisements, and other expenses incidental to the project. The budget did not include the cost of space in newspapers where the program was to be placed in operation. The advertisements were designed to be paid for cooperatively by tavern and bar operators in the various areas.

The actual amount of money expended on the program was \$20,003.50.

The following steps were taken to obtain the program objective:

1. Meetings were set up with tavern groups in the various areas. Where an organization of tavern and bar operators existed, the meetings were arranged through officers of the organization. Where no organizations were in operation, the meetings were arranged through the cooperation of wholesalers, or the local newspaper, or both. The steps followed in getting the operators to the meetings, included the mailing of letters, contacting tavern operators by wholesalers' salesmen, and last-minute follow-up contacts by telephone.

2. Contacting of public officials in the area, including the mayor, chief of police, city attorney, juvenile and county judges, sheriff, district attorney, county liquor administrator, etc., to acquaint them with the purpose of the program and to invite them not only as observers but as participants in the meeting.

3. Contacting the publisher, city editor and advertising manager of the newspaper to: (a) get background on industry conditions in the community; (b) explain our program of self-regulation and community relations; (c) invite them to the meeting.

4. Contacting community leaders, including bankers, heads of civic organizations, labor leaders, religious leaders, head of the Chamber of Commerce, and others to discuss with them

Allied Liquor Industries

industry conditions in the community and to invite them to the meeting.

. 5. Conducting the meeting to: (a) discuss with the tavern and bar operators their relationship to the industry and the importance of their being cognizant of their social responsibilities in the conduct of their business; (b) urge them to have within their own ranks an active self-regulation or self-policing committee which would act as a watchdog of the industry and call on operators who persisted in undesirable practices in an effort to get them to elevate the standard of operation of their individual businesses; (c) stress the importance of the tavern owners' pledging themselves to operate their businesses in accordance with a five-point set of principles; (d) solicit sponsorship of a series of newspaper advertisements to be published in the local newspaper at the expense of the tavern and bar owners; (e) appoint a committee to handle details of the program which included meeting with public officials to eliminate from the list of sponsors any operators who were consistent violators of any of the laws governing the industry, thereby focusing public attention upon the undesirable operators at the time the advertisements were published; (f) call upon the public officials and community leaders at the meeting for an expression of their views of the proposed program and for any other message that they felt they wanted to deliver to the operators.

6. Follow-up contact with newspaper to: (a) release story on meeting to city editor and give him any information relative to the program that he wanted; (b) visit with publisher and get his reactions and also assure him that our organization would be available for any follow-up work that he deemed advisable at any time, in order to merit and safeguard favorable public opinion for the industry; (c) work out final details with newspaper advertising manager and turn over to him sets of proofs and mats of the advertisements. In addition, arrangements were made to supply a reprint of each advertisement to

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each of the sponsors together with a letter urging the operator to post the reprint in a prominent place in his business establishment to keep the message continuously before the segment of the population which patronizes the tavern and bar industry.

7. Meeting with the officers of the tavern and bar organizations and with the advertising and self-regulation committee to complete all details and arrangements of the program. This group was furnished with sufficient copies of a placard which were to be distributed to tavern and bar operators for them to post in backbars and doors and windows of their establishments to inform the public that the establishment did not want to serve alcoholic beverages to persons under legal age. This was not only intended to inform persons under legal age that they were not welcome in an establishment serving alcoholic beverages but had the further intention, from a public relations viewpoint, of telling the general public that the operator of the establishment was sincere in his efforts to keep minors out.

RESULTS

The program from its very inception, because of its nature, presented a somewhat unique and rather difficult problem because it was impossible to inaugurate the campaign on a nationwide basis in a manner similar to that used by other industries. The reasons for this are:

1. Three states of the nation are legally dry.
2. Of the forty-five wet states, many of them have dry counties, dry cities or other dry areas right down to individual townships.
3. Some communities prohibit sale of liquor but permit sale of beer and light wines.
4. Laws and regulations governing sale of alcoholic beverages vary with every state, and within the respective states they vary from county to county, city to city and even township to township.

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5. It was necessary to take into consideration these various circumstances, conditions, laws and regulations to the point of presenting the program to the respective communities on an individualized basis.

In its first year of operation the program was inaugurated in sixteen states. As supporting evidence of typical reactions to the program and of the broad scope of its operations within a limited time, these results are cited:

1. Numerous advertisements were placed in a great many newspapers by local retailer groups.

2. A large number of news stories were published as a result of presenting the program at the meetings of tavern and bar owners.

3. Many newspapers expressed favorable reaction to the program in editorials.

4. A large volume of letters from public officials expressing their reaction to the program was received.

5. An impartial public reaction survey of the "Sales To Minors Advertising Program" made in Crawford county, Wisconsin, following publication of the entire series of six advertisements in the five newspapers of that county showed marked progress in attaining public good will.

In addition to the objectives attained as supported by the above effects, the following tangible results were obtained:

1. The industry's efforts to self-regulate its own business were brought to the attention of leading and influential citizens in many communities. Personal interviews revealed that these persons were very favorably impressed with the industry's efforts to eliminate undesirable practices and conditions and to get the tavern and bar element of the industry to conduct their businesses in a manner that would bring credit on the industry and create favorable opinion for it.

2. Active self-regulation committees were put into operation to act as industry self-policing units to maintain the operation of the tavern and bar establishments on a high plane.

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3. While not included in the principal objectives of the program, it developed that a number of newspapers whose policy did not permit acceptance of liquor advertising in the columns of their newspapers agreed to publish these advertisements on the basis that it was a program intended for the betterment of their community.

Chapter Three

AMERICAN ASSOCIATION OF SMALL LOAN COMPANIES

AN ENTERPRISE whose very existence is controversial—such as liquor and higher-interest loans—must proceed with extreme caution in influencing public opinion to accept it. Direct propaganda or promotional publicity can readily provide fuel for critics. Outspoken claims that small loan companies have a right to operate and that public demand justifies their type of business would probably arouse considerable opposition and lead to a showdown in legislative chambers, possibly resulting in restrictive laws.

Accordingly, the public relations efforts of the small loan companies are indirect. They aim to spread favorable word-of-mouth comment, and start with the firms' own employees—a most important group in any enterprise, for the opinions they hold are passed along with unusual emphasis and accepted with more than ordinary reliance. By stimulating subdued, unobtrusive comment a long-term program of favorable propaganda is possible. By constantly observing the state of opinion, the companies are able to gauge their effectiveness and to chart new efforts or make changes in policy to meet specific needs.

Here public relations acts as much as an interpreter of public opinion as an influencer. When it detects an unfavorable public feeling it is able to advocate a change in the methods of operation, thereby enabling public opinion to have its effect.

Unobtrusive and cautious approaches to public opinion and feeling that opinion's pulse as a means of determining one's own health, and what to do to cure "ills," are advisable for almost all enterprises. The techniques of the A.A.S.L.C. are guideposts.

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OBJECTIVES

The American Association of Small Loan Companies, after mature consideration in previous years, adopted a public relations program for 1945, upon recommendation of its Public Relations Committee. The Public Relations Committee was comprised of eight men, representing officers or public relations personnel of outstanding large and small operators in the small loan business, with representatives from Illinois, California, Missouri, Massachusetts, Kentucky, Oregon, Indiana, and included the Executive Vice President at the Washington headquarters of the Association. The stated objectives of the public relations program were:

1. To insure the continuous profitable operation of the legal small loan business of America under increasingly favorable conditions and to give operating effect to the Association objectives.

2. To determine and achieve the long range social objectives of the small loan business.

3. To utilize the talents and counsel of leading public relations executives of member organizations in developing and executing activities for the good of the business in general.

4. To determine current public opinion regarding the small loan business.

5. To encourage changes in operating policies that are in conflict with the public interest.

6. To formulate and execute an educational program with definite direction to acquaint the public within and outside of the business with the facts regarding the small loan business.

7. To suggest, harmonize and correlate public relations activities of member organizations, specifically State associations.

8. To expand the influence and recognition of small loan people in their respective communities.

9. To answer every unjust attack against the small loan business.

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10. To cooperate effectively with agencies of government, education, industry and science; and with recognized and approved organizations devoted to improvement of the general public welfare.

These objectives were intended to comprise a long-range public relations program, and it was recognized that some of the stated objectives would not be fully accomplished in any one year but would extend over a period of succeeding years. The immediate objectives for 1945 were to initiate the program and to advance such segments as could be accomplished during the year. Therefore, primary emphasis during the year was placed upon Objectives numbers 3, 6, 7, and 8, while at the same time carrying forward all of the other stated objectives.

METHODS

"Public Relations in Action" Series. The Public Relations Committee considered a course of employee education of primary importance in the business. Accordingly it executed a large portion of Objective No. 6 during 1945; namely, to formulate and execute an educational program to acquaint the public within the business with the facts regarding the small loan business. A series of educational pamphlets entitled "Public Relations in Action" was formulated. This is a series of pamphlets bearing the general title, "Public Relations in Action," but each with its own appropriate sub-title, directed to the employees of small loan companies. The first five of this series, under the following captions, were published and distributed prior to the end of 1945:

No. 1, "Introduction—and Some Historical Information about Lending"

No. 2, "The Uniform Small Loan Law Affords Protection for Borrowers with Reasonable Profit to Lenders"

No. 3, "Small Loans Usually Cost the Borrower a Higher Per Cent Rate than Large Loans"

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No. 4, "Every Person in the Small Loan Business Is a Public Relations Representative"

No. 5, "If We Treat the Other Fellow the Way We Want to be Treated—We Shall Have Good Public Relations, Better Business and Better Jobs."

More than 10,000 copies of each pamphlet were put in the hands of employees by member companies, most of the copies being sent to the homes of the employees so that their families might share them. While the pamphlets were written at the Washington headquarters, they were submitted to the members of the Public Relations Committee for criticism and revision. Each pamphlet received the formal approval of the Executive Committee before it was placed in print. The plan of distribution contemplates a new pamphlet at intervals of approximately two months in order to renew interest of the employees in public relations affairs at rather frequent intervals, but at times sufficiently separated to allow for adequate discussion of the ideas presented by the preceding pamphlet.

The pamphlets are printed and distributed to the member associations and member companies of the American Association at the expense of the American Association. The actual distribution to the individual recipients, however, is made by the member companies or affiliated associations at their own expense; hence the expense allocated for the publication of these educational pamphlets involves only printing costs and the expenses incident to the holding of the meetings of the Public Relations Committee.

Conference with State Association Representatives. Preparation of a Public Relations Manual and conference of State association representatives to suggest, harmonize and correlate public relations activities of member organizations, specifically State associations, came next. The Public Relations Committee developed a plan for the promotion of public relations through member State associations. This activity consisted of:

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(a) Preparation of a manual on public relations for the information, advice and guidance of member associations. The manual includes a working chart clearly illustrating the interrelationship of the American Association and the various State associations. It also contains information on the following subjects: Setting Up the Public Relations Organization, Press and Radio Relations, Social Relations, Civic Relations, Trade Relations, Relations with Supervisory Officials, Ethics and Trade Practices, Employee Relations, Relations with Libraries and Educational Institutions, Relations of the American Association and the State Associations with Licensees, Association Bulletins and other Publications, Features Developed by State Associations, and How to Plan and Hold Small Loan Conventions. Every effort was made to enlist the help and cooperation of the best experts in operating member companies and in the member State associations in the preparation of this manual, so that it would be truly representative of the best thought in the business.

(b) Meeting of State association representatives. All State associate members were asked to send representatives to a conference on public relations, called by the American Association and held in Chicago. Each State association was urged to send the man it thought most capable of representing it at such a conference, and substantially all of the member States were represented at the Public Relations Conference held in Chicago on June 5 and 6, 1945. A copy of the manual was distributed to each delegate in advance of the meeting. A discussion leader previously chosen opened the discussion on each subject. After the opening remarks, discussion from the floor was unlimited. Delegates and the States they represented were identified by large printed placards bearing the name and State of the participants, clearly readable from one end of the discussion table to the other, which added much to the freedom

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of discussion. All of the delegates took part in the discussions. Of course, because of the nature of the subject matter, some of the manual subjects aroused more interest than others, but not one of them proved to be "dead wood." The conference was designed to stimulate public relations action on the part of the member State associations and it was an unqualified success.

The work of preparing the manual and arranging for the conference was done by the Public Relations Committee and by the regular staff of four at the American Association office. The State associations sustained the expenses of their representatives to the June meeting. A small registration fee paid by the delegates largely covered incidental expenses; hence the cost to the American Association was negligible, involving only the printing and staff expense to the conference.

Bibliography on Consumer Credit. As a part of Objective No. 6 and of the educational program to acquaint the public outside the business with the facts regarding the small loan business, a bibliography on consumer credit publications was published by the American Association, based on material made available to it by the extensive research of one of its members. The bibliography now makes available to the public within and outside the business a list of all known publications touching upon the field of consumer credit. More than 10,000 of these bibliographies were placed in libraries throughout the country.

"When People Need Money." In further support of Objective No. 6 for the education of the public was the publication of the pamphlet entitled "When People Need Money," which is a factual presentation of the character and scope of the small loan business. It was widely distributed throughout the country.

Mailing Stuffers. The American Association initiated the practice of printing for member companies a mailing stuffer to be

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prepared and issued in series. These stuffers are printed and distributed to the membership in large quantities at cost. Demands for each of the first two exceeded a million copies.

RESULTS

Most of the results of a program of this character are intangible and incapable of exact measurement. We are assured, however, from operators throughout the business that the public relations program has had great effectiveness.

The demand for the public relations pamphlets, "Public Relations in Action," is constantly increasing and members report that employee relationships with the public have greatly improved. Letters from employees, from company executives, requests for additional sets of their own from new employees who have heard of the series from fellow employees, requests from returning service personnel, and other reports and requests throughout the country indicate the popularity and effectiveness of this series. The officers and the Executive Committee of the American Association are unanimously in favor of continuation and enlargement of this phase of the public relations program.

A number of member companies have conducted contests for the best answers to the questions incorporated at the end of each of the public relations pamphlets. Personnel clubs have made the pamphlets subjects for discussions at their meetings. State associations have requested and obtained additional copies for operators who are not members of the American Association. It is evident that the "Public Relations in Action" series has been effective in accomplishing the objective for which it was designed.

The results obtained by the meeting of State association representatives have been widespread. A number of the large State associations are putting the entire program into effect in their States. A State program is designed in accordance with the outline made in the public relations manual. The State is

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organized into regional groupings through which public relations manuals are distributed, committees are formed and groups are assigned to the respective duties outlined for them in the public relations manual. So effective has this program become that several sections of the manual are being reproduced for use in large numbers by regional groups of State associations and by other State associations which are not now equipped to go ahead with the complete program. One State which felt a lack of good speakers is conducting a public speaking course, based upon the one set forth by the association whose experience is related under the subject of "Features Developed by State Associations." Perhaps the best evidence of the success of the conference of State association representatives is the insistent demand for a repetition of the conference in 1946. The exchange of practical ideas and the continuing interest in demands for another such meeting are convincing proof of the effectiveness of this method and program.

The bibliography apprised the libraries that there is an abundance of material available to readers on the subject of consumer credit. It has been of great assistance to librarians and educators, as well as the practical operators in the business, in disseminating available printed material for consumer credit education.

The effectiveness of the mailing stuffers is illustrated by the many repeat orders received from companies who have used them, found them effective and desire to extend their service.

In summary, the most important features are (1) adoption of a definite, long-range public relations program with stated objectives; (2) effective accomplishment of a number of the objectives of that public relations program during 1945, primarily the program for employee education through the publication and distribution of the "Public Relations in Action" series; (3) publication of a public relations manual and the development of the public relations conference of representatives of State associations held in Chicago in June, 1945, with great

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stimulation of public relations activities in the several States on a community or regional basis; (4) publication for public information of "When People Need Money," a bibliography on consumer credit publications and mailing stuffers, and (5) newly awakened consciousness of the value of public relations by member companies operating in the small loan field, as seen in the definite commitment to continue a sound public relations program.

Chapter Four

AMERICAN FAT SALVAGE COMMITTEE

O*FTEN an industry or an organization with a problem can redeem itself by fostering a cause only indirectly its own. The soap and glycerine manufacturers during the war faced a sharp curtailment of available fats, due to the heavy needs of the armed forces and the decreased normal supply. A private campaign of pleading for a larger share of the supply or of calling in new sources for its own use could have been, at best, only moderately successful.*

Instead, the manufacturers took the broader view. The interests of the nation demanded that someone sponsor a campaign to promote contributions of used kitchen fats. These would not only stretch the supply of fat and ease the manufacturers' problem, but would augment the military stores.

By getting behind a patriotic drive, unidentified with any commercial interests, the soap and glycerine manufacturers multiplied the volume of returns and thereby increased their own allotments.

The campaign, one of the best-planned and most effective of wartime public cooperation drives, illustrates how direct benefits can accrue from public service. It is not confined to wartime, to nation-wide promotions or to any types of business; it is a worth-while means for almost everyone.

This program is unusual in that it presents accurate statistical evidence of its effectiveness—not in newspaper clippings or letters received, but in actual returns as measured in pounds of waste fat recovered.

OBJECTIVES

The 1945 public relations objectives of the government-industry American Fat Salvage Committee* were substantially

*The campaign is supported by 92 soap and glycerine producers and 116 renderers.

American Fat Salvage Committee

different from those of the first two and a half years of the campaign.

• It became obvious late in 1944 that the European phase of World War II would come to an end sometime in 1945 and that, with victory over Germany, the public would tend to feel that all war-created programs, such as fat salvage and waste paper salvage, were less important and less necessary than when we were fighting on two fronts.

Also and significantly, toward the end of 1944, government estimates of the supplies of industrial fats which would be available in 1945 forecast a most critical situation which promised to continue even after the conclusion of the war in the Pacific. These gloomy estimates have been more than borne out by events.

Therefore it became necessary for the American Fat Salvage Committee to develop a public relations plan which would maintain collections of salvaged fats at, or near, peak levels even though both phases of the war came to a close during the year 1945. To do this, it was desirable to place greater and greater emphasis upon the civilian aspects of the program so that with the end of the wars in Europe and the Pacific, the public might not automatically conclude that there was no longer need to pursue the unglamorous and relatively ill-rewarded task of saving and turning in used household fats.

METHODS

During the years 1942-44, the major theme in Fat Salvage advertising, information releases, radio announcements, etc., had been the military requirement for adequate supplies of industrial fats and oils. Among items requiring fats were gun-powders, explosives, synthetic rubber, protective coatings and military medicines. Early in 1945, increasing emphasis was laid upon the need for fats and oils to meet civilian as well as military needs. Such items as soaps and fertilizers were featured in all of the Committee's material and the military end-products of

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Fat Salvage were stressed progressively less. In other words, the campaign turned, public-relations-wise, from a war-created necessity to a long-term conservation program in which the individual American housewife, through her salvage efforts in the kitchen, made an important contribution to maintaining one aspect of the national economy, with both military and civilian values being publicized by the Committee.

Additionally, it was proposed to the government on January 26, 1945 that the two-red-ration-point-per-pound bonus for used fats which had been in effect since December 13, 1943 be increased to three or four points per pound. It was felt that this action on the part of the government would reaffirm the need to the women of America for continued fat salvage. The decision to increase the point bonus from two to four was put into effect on October 1, six and a half weeks after the surrender of Japan. Psychologically, this move on the part of the government was perfectly timed to recapture the interest of those housewives who had abandoned fat salvage because of a feeling that they were no longer serving military requirements.

The total expenditures of the American Fat Salvage Committee in 1945 were \$1,766,009. This was expended as follows:

Newspaper space & preparation	\$1,402,966
Cooperative pages	16,282
Merchandising materials	33,797
Field personnel & expenses	104,975
Information department	167,482
Miscellaneous	40,507

Paid Fat Salvage advertising appeared in every U. S. daily newspaper, including the foreign language press (a total of 1,534), in thirty-two Negro papers and in 2,580 county seat weekly newspapers. Also, a list of trade and union publications which are read by meat dealers carries a regular, continuing advertising schedule.

American Fat Salvage Committee

In addition, the major users of radio among soap and glycerine producers contributed an estimated \$1,500,000 in radio time and talent during the year. Additional radio promotion was also secured through the Office of War Information, the War Advertising Council, and such companies as General Mills, George A. Hormel Co., and individual radio stations.

In 1945 the estimated value of national line rates of daily and weekly newspaper editorial support was \$15,800,990; 88,279 clippings, each having an estimated value of \$178.73, were returned to the Committee.*

Further, and not computed in the above, 9,541 full-page, or thousand-line, cooperative advertisements paid for by local sponsors, or donated by newspaper publishers, appeared in the daily and weekly press.

Corporate and voluntary chains of retail stores and many independent meat dealers included Fat Salvage drop-in advertisements in their own advertising copy.

Department stores, local manufacturers, public utilities, etc., have featured Fat Salvage in window displays, on billboards, as bill stuffers and in many other ways.

During the year, three distributions of retail store display materials were made through renderers, chain organizations and the regional and State offices of the U. S. Department of Agriculture. Surveys indicate that distribution and showings of these displays were 85 per cent complete.

The American Fat Salvage Committee maintains a seven-man field staff with a full-time employee assigned to each of the five regional offices of the Department of Agriculture. The director and associate director act as roving trouble-shooters. The function of the Committee's field men is to make certain that the retail collection system operates efficiently and to work with local groups, newspaper editors and others in the promotion of fat salvage on a "right-around-home" basis.

*This practice of measuring unpaid-for editorial and news space in terms of advertising-space values is not accepted among most professional public relations people today. The values are not comparable and this measuring technique implies the space is acquired in lieu of paid space, upon which publications depend for their income.

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In March 1943 the Committee set up a full-staffed Information Department to supply editors with the kinds of material they would use to stimulate the salvaging of used fats locally.

The success of this activity was due largely to the fact that from the start, the Fat Salvage Campaign was approached as a public relations problem. All the available techniques of advertising, sales promotion and publicity have been employed and combined in the program. The campaign was created to convey information to the public that would tend to induce the individual to act (i.e. to save and turn in used household fats in the public interest). Yet the question the sponsors considered was not, "How do we make this immediate activity effective?" but "How can we achieve the maximum over-all effect?" That basic policy brought about a number of results which make for a cohesive, comprehensive, coordinated operation with the objective of creating a dynamic impression upon the public that would lead to favorable and rapid action with long-term good will and lasting enthusiasm. In this public relations approach the high-lights are:

1. Media were provided with continuity, editorial features, cartoons, pictures, graphs, news stories that tell a consistent story. The whole fat salvage operation is so tightly coordinated that any slight shift in emphasis is immediately reflected in every form of information.

2. Specialization to achieve maximum audiences was the aim in the preparation of features for dailies, weeklies, farm publications, women's pages, "slick" magazines, employee publications, trade journals, display and point of sales advertising, etc.

3. Departmentalization, consistent with standard newspaper policy, governed the preparation of Fat Salvage features, slanted to encourage the housewife to keep saving and turning in her used cooking fat. This included featured news treatments, sport columns, weather boxes, women's page features, comic strips, cartoons, pictures, science columns, even "hitch-hike ads" for merchants to drop into their own advertising.

American Fat Salvage Committee



FAT SALVAGE INFORMATION

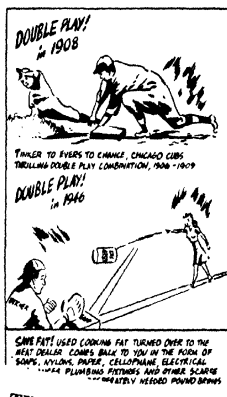
A PROGRAM OF DEPARTMENT OF AGRICULTURE

FREE FEATURE SERVICE



347 Park Avenue

New York 17, N. Y.



AIMED AT THE SPORTS PAGES, THIS CLIPSHEET COMBINES A STANDARD SPORTS ITEM WITH A FAT-SALVAGE MESSAGE RELATED TO IT IN TEXT AND DRAWING.

4. Cooperation with publishers and editors was fostered by supplying them with usable material at small cost or no cost to them. Further, it has been the Committee's policy to report to the publishing fraternity on a monthly basis. These reports have served to keep publishers posted on the progress of the Fat Salvage Campaign and on the various problems which have arisen in cooperating with government and in meeting changing conditions.
5. Cooperative advertising along with the regular advertising and publicity schedules which could provide additional revenue to publishers was used. During 1945, as reported above, 9,541 full-page or thousand-line cooperative advertisements were

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paid for by local sponsors or donated by newspaper publishers and appeared in the daily and weekly press.

6. Clipping returns and other data were used to check on the popularity of current releases and as a yardstick for the planning of advertising copy and publicity features. The Fat Salvage Committee maintains an alphabetical file, by States, of all daily and weekly newspapers, which shows continuously and currently the usage and readership of material.

7. Trade channels already organized and in existence were used, rather than loosely coordinated and uncontrollable volunteer agencies or groups. To accomplish this, Fat Salvage was made a merchandising service in reverse. Every meat dealer became a collection station and the thrifty housewife has only to turn in her used fats to her regular dealer who pays her and turns it over to a renderer who is a regular caller. The renderer, after refining, puts the fat on the open market. In outlying sections where there is no regular renderer collecting from retailers, Railway Express collects used fat in special containers and ships it to the nearest renderer.

The campaign has demonstrated that advertising effectiveness has been increased by news feature and editorial support, but that news and editorial material alone lack the decisive "punch" to induce immediate and effective action of this type. Sales promotion and point-of-sale advertising and display also are not completely effective unless backed and explained by trade and secular newspaper publicity.

In short, it seems proved in this case that education, information and inspiration are effective at the feature news and editorial level, while the "sell," the incitement to immediate and effective action, is the result of direct advertising and sales promotion.

Coordination of theme in all copy and sales presentation, therefore, has been an essential ingredient in the success of the program.

American Fat Salvage Committee

RESULTS

In the forty-one-month period, August 1942 through December 1945, 601,000,000 pounds of reclaimed fats were salvaged. Of this amount, 425,000,000 pounds (71 per cent of the total) were turned in by civilians, 176,000,000 pounds were recovered by the armed services.

Fat Salvage has been responsible for a little more than 10 per cent of total U. S. production of inedible tallow and greases and has represented a most important continuing source of supply. Dr. Dennis A. Fitzgerald of the U. S. Department of Agriculture recently pointed out that in 1945 Fat Salvage represented 13 per cent of the total amount of fats and oils allocated for civilian soap-making and said that if it had not been for salvaged fats, civilians would either have had that much less soap, or it would have been necessary to divert some part of our inadequate supplies of edible fats to the manufacture of soaps.

Total collections of salvaged fats in 1945 were 177,000,000 pounds; 143,000,000, or 81 per cent, were turned in by civilians, 34,000,000 by the armed services. Monthly civilian totals follow:

January	15,050,000 lbs.
February	14,073,000 lbs.
March	17,332,000 lbs.
April	15,307,000 lbs.
May	13,533,000 lbs.
June	11,498,000 lbs.
July	10,049,000 lbs.
August	9,380,000 lbs.
September	8,011,000 lbs.
October	10,735,000 lbs.
November	9,347,000 lbs.
December	8,577,000 lbs.

It will be observed that there was a decided drop in civilian poundage after the end of the European war and a still further

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decline after the end of the Japanese war. This trend was reversed in October when the four-red-point-per-pound ruling became effective. However, point rationing of meats and fats and oils came to an end November 24 and another drop occurred in December.

The American Fat Salvage Committee was charged with maintaining a high level of collections during a change-over from war to a peacetime economy. All other salvage programs promptly eased up with the end of the shooting, while the Committee's problems had really just entered a new phase.

With the end of fat rationing, a new appeal to the housewife's self-interest was developed and put into immediate effect. It was "Turn In Used Fats to Help Prevent Soap Shortages." Results have been spectacular and collections are currently at the highest levels since April, 1945. Civilians alone are currently turning in fats at the rate of 14,500,000 pounds per month. The armed services are salvaging approximately 2,000,000 more.

Chapter Five

AMERICAN MEAT INSTITUTE

TEMPORARY shortages can mean long-term loss of market, when competitive products have an opportunity to fill the need. Since it is one of industry's prime laws that requirements always be met in order to keep competitors from making inroads, inability to meet demands due to wars, strikes or other uncontrollable conditions calls for intensive protective action.

Such a situation has been facing the meat industry since 1942. Efforts of many years to increase the amount of meat in the average American's diet were threatened by enforced curtailments and rationing. Vegetables and cereals were used increasingly as substitutes. Unless measures were taken, there was every likelihood that the amount of meat in the diet would stay low when supplies returned to normal.

Educating the public to the benefits of meat and to means of continuing to make meat the staple of the diet, through use of less popular cuts, became the major project of the American Meat Institute. Part of the task was performed for it by human nature—the inability to get steaks made millions steak-conscious. A people forced to eat cereals and vegetables dreamed of the day when they could replace these items with good old chops and roasts. But the educational efforts were important and directed the people's thinking.

By designing its program to help the public understand the need for meat rationing and the means of adjusting to it, the Institute performed an important service for the nation and built goodwill for itself.

OBJECTIVES

The American Meat Institute is the trade, research and educational organization of the American meat industry. It is

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composed of approximately 500 companies operating throughout the United States. It is charged with conducting the relations of the meat packing industry with the general public and improving appreciation of the value of the industry's products. It speaks for the industry on matters concerning it and its products.

The meat industry, as represented by the Institute, probably touches more people more vitally than any single industry in the United States. It buys meat animals grown on the country's 5,000,000 farms and ranches and provides the country's farmers and livestock raisers with their principal source of cash income — 27 cents of every dollar received by the farmer during 1945 being derived from the sale of meat animals. It sells food essential for the good nutrition, morale, general well-being and eating satisfaction of 135,000,000 consumers.

In view of the vast number of people the industry serves, its relationship with the public through the American Meat Institute has many facets.

During the war year of 1945, basic objectives of the Institute in its general relations with the public, its publicity and its advertising were to:

1. Explain where meat was going and why consumer rationing was necessary in wartime.
2. Broaden the housewife's knowledge of meat—cuts, selection, preparation and cookery—and how to make ration points go further more palatably: in times of shortages to rationalize to the consumer the reasons for these shortages.
3. Make sure that the meat industry achieved credit in the public mind for its contribution to the war effort.
4. Insure the meat industry against the future by creating a favorable public attitude toward its service to the public and the merits of its products.
5. Retain the competitive position of meat among all foods.
6. Inform the public of the nutritional value of meat.

American Meat Institute

The continuous, day-in and day-out effort in 1945—and before and since—was to acquaint all segments of the public with facts about the industry, its operations, the products it buys or sells and the services it performs, so that no problem confronting the industry would be complicated by suspicion arising from misunderstanding or enmity born of ignorance. To put it in another way, the effort was to obtain constructive results rather than undesirable consequences for the industry: a public with adequate information about an industry—any industry—and all of its activities and operations is a sympathetic and understanding public.

METHODS

In the execution of the Institute's objectives:

1. A considerable staff of writers and home economists was continuously employed in the preparation of material and illustrations for food pages of daily newspapers, home economics publications, farm papers, retail trade papers, home-maker's hours on radio stations, and other media directly reaching masses of people. This material was carefully written, authenticated in the matter of recipes, and illustrative material was prepared by some of the best photographic artists in the country. Meat during the war was a topic of principal conversation and thought by consumers and hence the task was considerably simplified. Meat was news. AMI material of various descriptions undoubtedly helped make it news.

2. Advertisements containing messages dealing with the results of the latest scientific research continuously were inserted on regular schedules in a very large number of journals of the medical and related fields; the idea being to accelerate the dissemination of newly developed facts and to bring these to the attention of physicians and others having a profound influence on the eating habits of the nation.

3. Advertisements dealing with the place of meat in the diet; ways of preparing lesser-known meats and information about

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**RECIPE CLIPSHEETS ARE HIGHLY EFFECTIVE MEANS OF
STIMULATING INTEREST IN FOOD PRODUCTS. THEY
ARE READILY ACCEPTED BY EDITORS.**

meat generally and supplies thereof with reasons therefor continuously were inserted on regular schedules in weekly and monthly magazines with national circulation, as well as in 600 daily newspapers. Even during periods of scarcity, meat was kept in the public mind. The idea was to keep meat in people's minds even when we could not keep as much as the industry would have liked in their stomachs.

4. Informative advertisements were inserted in a considerable number of farm papers to keep the agricultural community advised as to the services performed for and in the interest of producers of livestock.

5. Advertisements were inserted on a regular schedule in home economics and similar publications for the purpose of continuously reminding teachers and advanced students of basic facts regarding the nutritional value of meat and ways to prepare it so as to bring out the best of its qualities.

Ham 'n Biscuit Shortcake



Ham 'n biscuits make the dandiest, most delicious shortcake ever tasted—and send us off on a series of ideas for other leftover meat meals. Try these giant-sized biscuits, made tender and rich with pure lard. Fill with sliced veal, beef or pork, or with fried dried beef, crisp bacon, or fried salt pork slices, and top generously with old-fashioned milk gravy.

**FOOD ILLUSTRATIONS ARE POPULAR WITH EDITORS OF
HOMEMAKING PAGES. THEY ATTRACT CONSIDERABLE
ATTENTION FROM WOMEN READERS.**

6. In the interest of building authenticity and believability, all advertising of the American Meat Institute passed the close scrutiny not only of advertising specialists within the industry and the staff of the Institute, but also a considerable number of bio-chemists, physicians and home economists employed either by the Institute or by its member companies. Every advertisement of every description carried the seal of acceptance of the Council on Foods and Nutrition of the American Medical Association, a group composed of some of the country's fore-

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most authorities on matters of nutrition. Two advertising agencies were involved in the preparation of advertising material. Much of it was based on various types of research—scientific, market and consumer.

7. The messages in the printed word addressed to consumers were projected also over the air to a very considerable number of people listening to radio broadcasts sponsored by the Institute.

8. Information similar to much of that described was spread by personal contacts by staff members with individuals and groups in a position further to expand the circulation of currently informative and interesting facts and ideas about meat. Among these were editors, writers, radio broadcasters, leaders in the retail field and people in other industries, such as utility companies supplying gas and electricity for cooking.

9. Aside from keeping large numbers of people acquainted with nutritional facts about meat, ways of cooking it, etc., it became necessary to keep the general public fully informed on all aspects of the meat business—supplies of meat available, why supplies were not available, what was happening to the enormous wartime production of meat, profits in the industry, activities of meat industry management, and a host of related subjects. Such matters were the subject of many publicity statements which were widely carried in daily newspapers, special dispatches and on press association wires.

RESULTS

The industry emerged from 1945 with the general public having a good—or at least, better—understanding of the industry and

1. How it had conducted itself.
2. Why it did the things it did in wartime and how it did them.
3. Improved appreciation on the part of the public for meat in the diet.

American Meat Institute

4. An understanding that, while there may be alternates, no other food is a real substitute for meat.

5. That the industry strove to operate effectively and efficiently under extremely difficult wartime conditions and restrictions.

6. That it performed commendably, in cooperation with military supply officers, in getting meat—fresh, frozen and canned—in good condition to fighting Americans and their allies scattered about the four corners of the world.

For its efforts in supplying meat for war purposes and for keeping the consumer continuously advised regarding rationing, its necessity in wartime and how to make it work to the best advantage of all, the Institute received commendatory letters from various government officials, such as Chester Bowles, former Administrator of the Office of Price Administration.

Two outstanding general over-all results were achieved. They were:

1. American consumers emerged from the war with a greatly improved appreciation of and desire for meat. In spite of the enormous production of meat in 1945 and the tremendous quantities available for consumer uses, there was insufficient meat to supply the demands of consumers. This demand continues; a circumstance that is gratifying to the meat industry and promising for the future, inasmuch as people largely eat by habit.

2. The public was inconvenienced and often irked by inadequate supplies of meat, restrictions and rationing. The situation was one which readily could have brought accusations, even though unjustified, against the industry. These did not occur. On the contrary, the industry was widely and universally commended for its war efforts, its conduct and the efficiency it displayed in simultaneously serving civilian consumers and the armed forces under trying conditions. It was recognized by the public that these conditions were not of the industry's making, and thus good public relations with the general public were maintained and improved; circumstances which should be beneficial for years to come.

Chapter Six

AMERICAN TRUCKING ASSOCIATIONS, INC.

“THE customer is always right” is an excellent slogan in most businesses, and a proven public relations truism. However, in some cases following this policy can be too expensive, and another solution is necessary to retain customer goodwill.

The transportation industries for years have paid a high price for the negligence and errors of shippers who fail to pack their merchandise properly. Damage in transit leads to claims by the shippers, and it is frequently difficult to refuse a claim for which the shipper is to blame without antagonizing him. Wartime pressures increased the seriousness of these questionable claims to the point where the nation's truckers found the costs and the threatened ill will alarming.

In this case, a policy of calling the customer right would have been financially ruinous. The answer was in education—of shippers in proper packing, of carriers in proper handling.

Such educational efforts are frequently invaluable in smoothing out differences between seller and purchaser. It is the principle behind labeling of fabrics in clothing, descriptions of contents on canned goods, and lists of ingredients on drug products. What the customer understands he is less likely to criticize.

THE PROBLEM

Motor carriers for hire are dependent for their existence upon the goodwill of the shipping public. This goodwill was seriously threatened during the war period by an increasingly bad record by motor carriers for handling of claims.

In the transportation field, a claim is a notification by the shipper or receiver of freight alleging failure to deliver or failure to deliver in good condition, and demanding that the car-

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rier make good the loss. Since improper claim refunds could easily constitute a rebating device, payment of such claims is surrounded by legal requirements to assure non-violation of rate structures and customarily some little time is required for payment.

Because of war-time operating conditions, including unskilled help, it was anticipated by the trucking industry that claim ratios would rise. By late 1944, however, the volume and intensity of shipper complaints had reached a level which seriously threatened the for-hire branch of the trucking industry. Adverse publicity began to appear in trade journals read by shippers, and public indictment of the trucking industry by shippers became increasingly frequent.

Organizations of shippers began to press for action by the Interstate Commerce Commission looking toward enactment of hard-and-fast rules by that body covering minute and intimate details of claim settlement plus Commission action to punish carriers in a variety of ways should claim settlements be delayed. One group (Retailers Transportation Committee) directly requested American Trucking Associations, Inc. to ask the I.C.C. for such administrative legislation.

The idea of bureaucratic control of claim settlements is extremely repugnant to the trucking industry, which in the opinion of many carriers is already over-regulated. Each such claim is an individual transaction requiring its own separate investigation and handling. Some claims present clear-cut cases of carrier liability. In others, the liability of the carrier is clouded by aspects of poor packing, poor marking, inaccurate checking, miscounting or inherent vice or defect of the property itself.

Often more than one carrier is involved—two or three truck lines or a truck line and a railroad, for example. In such cases, and in most cases, in fact, tedious investigation is required to establish liability.

Finally, an appeal to government to handle matters which in common business honesty should be handled by an industry

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itself, makes the idea of I.C.C. intervention particularly odious to the trucking industry.

During the period of mounting complaints about claim handling and claim settlement, the American Trucking Association, Inc. had utilized ordinary methods of attempting to improve the situation, including bulletins to carriers, faithful reportorial accounts of shipper dissatisfaction carried in its newspaper and similar familiar devices.

So serious became the problem of mounting shipping dissatisfaction that A.T.A. decided to launch, in 1945, an intensive campaign, spearheaded by its Claim Section but calling in the Public Relations Department. The job facing the industry was to halt abruptly the increasing flood of complaints and make it unnecessary for the industry's customers to press for relief through the I.C.C. It should be understood that every transportation industry, including trucking, will always have a continuing problem of claim handling and it was not the objective of this effort to wipe out the claim problem completely.

A tentative allocation of \$20,000 to cover special expenditures, not including salaries of personnel, was approved for the effort.

METHODS

Initially it was decided by A.T.A. that:

1. Complaints of shippers against the industry were well-grounded and immediate claim improvement must be achieved by the industry itself.

2. A substantial portion of the blame for mounting claims must be charged to the shippers themselves and a program of education undertaken, directed at truckers' own customers. This assignment was delicate in that it involved evoking remedial action by shippers without antagonizing them.

OUTLINE

Action taken may be broken down into four groups:

1. Meetings of motor carriers separately and joint meetings

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of motor carriers and shippers to discuss the problem, narrow down the broad general complaints to specific instances and issues, and to check on progress made.

2. Appeals to motor carriers seeking their cooperation in speeding up claim settlements, using more care in prompt handling of claim correspondence, and immediate acknowledgement of receipt of all claims.

3. Appeals to shippers and receivers, asking their help in more orderly presentation of claims, elimination of false claims which would only be declined after investigation anyway, and greater care to prevent claims through adoption of correct shipping practices.

4. Special assistance to motor carriers and their employees in claim prevention.

IN DETAIL

1. First step was to invite the complaining shipper organizations to discuss their complaints with A.T.A.'s National Freight Claim Committee, so that the exact problem could be understood. Four shipper groups appointed committees to meet with the A.T.A. representatives. These groups included the National Retail Dry Goods Association, the Retailers Transportation Committee, the Chain Store Traffic League and the National Industrial Traffic League. These four groups met with A.T.A.'s committee at Chicago in September, 1944, and the latter two groups agreed to give the Trucking Industry a chance to "clean its own house" before asking governmental help. While not agreeing to recall a petition already filed with I.C.C. asking an investigation and prescription of regulatory measures, the Retailers and the Dry Goods group did agree to participate in the joint shipper-carrier meetings, and *stated that they would not press for action on their petition if satisfactory results were obtained.*

Beginning late in 1944, meetings have been held at regular intervals with representatives of these "big four" shipper groups

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to discuss the shippers' claim complaints, report on corrective steps taken by the trucking industry and check on progress made, as reported by the shippers.

At the January, 1945, joint meeting, the Manufacturing Chemists Association of the United States began participation in these meetings, because of serious complaints being made by its members, similar to those made to other shipper-receiver organizations.

Simultaneously, renewed effort was successfully made by A.T.A. to form actively functioning truck claim associations in all parts of the country. The purpose achieved was speeding up claim handling locally or regionally; educating carrier claim men in proper methods of claim handling; and promoting truck claim prevention efforts. Further, these associations were asked to, and did, sponsor joint shipper-carrier meetings at which the shippers could air grievances and work out cooperative solutions of general difficulties.

A.T.A.'s National Freight Claim Committee met regularly to check results being obtained in the nationwide drive to end shipper complaints. Improved methods of claim handling and ways of preventing claim occurrence were devised. Full minutes of these meetings were sent to the 800 members of the Freight Claim Section and to the 52 A.T.A.-affiliated State associations, members of the National Committee, and to the claim organizations throughout the country. Minutes of the joint carrier-shipper sessions were also sent to the shippers' representatives present.

2. Appeals to motor carriers: Speakers from A.T.A. staff and Executive Committee talked to groups of truck owners and claim agents, presenting the claim problem and ways in which it could be overcome. Several hundred meetings were thus addressed in all parts of the country, resulting in wide-spread interest and understanding.

A circular letter outlining eight points which would "eliminate 90 per cent of the complaints," over President Ted V.

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Rodgers' signature, received much favorable comment from shippers. Reprints of this letter were given out at truck meetings throughout the year 1945.

A leaflet, "Claims? Here's Where We Stand!" was sent to some 5,000 motor carriers by mail along with a reprint of President Rodgers' letter. This list covers all major motor carriers.

A booklet "Motor Carrier Freight Claim Rules" outlining standard claim handling procedure, was publicized to the 5,000 carrier mailing list by means of the leaflet: "Are You Using?" and further by the folder "Freight Claims are Important!"

At the quarterly national meetings with representatives of the complaining (five) shipper organizations, it early developed that the shippers' complaints largely concerned motor carriers who were *not* members of the A.T.A. Freight Claim Section. Therefore, in May an invitation to membership was sent to the 5,000 carrier list.

To improve truck claim handling by elimination of confused "paper work," standard forms for truck claim handling have been devised and a leaflet "Speed Claim Handling" was sent to the 5,000 carrier list twice during the year.

Disputes between connecting motor carriers over liability for loss or damage were at the bottom of many shipper complaints of delayed settlements. Therefore, the A.T.A. National Freight Claim Committee devised the arbitration procedure whereby settlement could be made immediately with claimant, and the inter-carrier dispute as to ultimate liability would be settled later.

Experience of one motor carrier which had made capital of its good claim handling record was the subject of the four-page folder sent to the 5,000 carrier list in November, 1945.

3. Appeals to shippers via advertising: Experience has shown that many claims which must be paid by motor carriers were in the final analysis caused by the shippers themselves. Thus, while not attempting to avoid institution of steps to eliminate abuses, the industry felt that shipper faults causing claims should be

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publicized and correction fostered. With this in mind, a series of ten page "ads" was devised for publication in *Traffic World*, *Modern Industry* and other trade papers. The first ad was general, followed by three devoted to specific causes of claims. Later ads stressed the inherent advantages of truck transportation, with the unspoken suggestion that if claims arise, possibly the fault was not entirely that of the carrier.

Failure to present claims in a uniform, clear-cut way often delayed settlements. Therefore, shippers were asked to use the "Motor Carrier Freight Claim Rules" wherever applicable, in order to speed up their settlements. The Rules Book leaflet, the Claim Forms leaflet and the folder "Freight Claims are Important!" were sent to a list of about 6,000 major shippers, secured from the "Directory of Commercial Traffic Executives."

Motor carriers participated actively in the ninth annual April "Perfect Shipping Month" campaign. This is sponsored by the Shippers Advisory Boards, composed of leading shippers throughout the country. The large poster and leaflet for this campaign were produced by the Association of American Railroads for the Shippers Boards. A.T.A. purchased, and through motor carriers distributed, 50,000 copies of these items—about one-third of the total national distribution. In addition to these general pieces, A.T.A. produced a smaller flyer which was distributed for attachment to freight bills, calling attention of shippers to the need for perfect shipping.

A yearly calendar bearing the legend "Months Best Suited to Claim Prevention" was widely distributed to shippers by co-operating motor carriers.

Distribution of the poster "Attention Shipping Clerk" was begun at year's end. Mailing of the circular is made to the 5,000 carrier list and to members of the Freight Claim Section.

4. Special assistance in claim prevention: Greatest single project was completion of a 70-frame, 22-minute, 35 mm sound-slide film on claim prevention. Completed late in 1945, the film has been shown before groups of motor carriers and mixed

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groups of motor carriers and shippers. Showings are sponsored by motor carriers, affiliated State associations and claim organizations.

Free reprints of all A.T.A. "claim ads," as published in national magazines, were offered to all motor carriers for use as posters on their premises and trucks, and for mailing to shippers and receivers of freight.

Motor carriers were urged to make generous use of the "Perfect Shipping Month" posters and leaflets among their personnel as well as among the shippers to the end that truck employees would cooperate in more careful handling of freight.

A "Don't Forget" poster was promoted through mailing to the 5,000 carrier list and by distribution of sample copies at motor carrier meetings where claims were discussed.

Since theft of freight has been a big problem to many motor carriers, two posters concerning this were available. Renewed emphasis was given a "Warning Poster" by means of a circular mailed to the usual list and distributed at meetings. An F.B.I. poster was made available by the Federal Bureau of Investigation, without charge. The imprinted sample copies were mailed to the Freight Claim Section membership and to the 5,000 carrier list.

In addition to the posters, Freight Claim Bulletins were issued, giving results of statistical studies of claim causes, means of preventing specific types of claims and giving motor carrier claim handlers help on general claim situations.

RESULTS

1. Greatly improved attitude of shippers and receivers, claim-wise, toward the motor carrier industry. (Main objective)
2. Beginning of cooperation by shipper organizations in prevention of claims and more uniform, orderly presentation of claims.
3. Increase in number of local, state and regional motor carrier organizations dealing with claim problems.

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4. General increase of motor carrier management interest in claims.

IN DETAIL

1. Improved shipper attitude: At the January 16, 1946 quarterly "claim complaint" meeting of the A.T.A. National Freight Claim Committee with shipper representatives, the shippers praised both efforts and results of the trucking industry's claim campaign. A few examples:

Mr. N. W. Putnam, Western vice-president of The Chain Store Traffic League said, in part: "... the A.T.A. National Freight Claim Committee and the claim conferences in various parts of the country have aggressively attacked the problem. The shippers have faith in the ability of these groups and the A.T.A. Freight Claim Section to 'do a job.' As a result of the Trucking Industry's own actions, spurred by the quarterly meetings, shipper agitation for an I.C.C. investigation has subsided, although requests for this are still made."

Mr. John Palmer of The Goodyear Tire & Rubber Co. reported general improvement. He said, "As evidence of increased motor carrier attention to loss and damage claims, six hundred more claims were settled in 1945 than were actually filed during the year, concrete evidence of successful efforts to clear up old, long-outstanding claim files."

Mr. J. D. Clark of the Chicago Association of Commerce reported that a "marked improvement" had been seen recently in the important truck-traffic area of Chicago.

Mr. M. I. Adams, speaking for The National Industrial Traffic League, said that when the quarterly joint meetings had first begun, he "had received many requests for help from shippers having claim difficulties with motor carriers. As a result of actions taken by the trucking industry, largely through A.T.A. and its affiliated associations, the flood of complaints had subsided. Where fifteen complaints were once received, now only two or three are coming in. Not a single complaint has been received from the Wisconsin Manufacturers Association

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in recent months and the Milwaukee Chamber of Commerce has had a similar good experience."

"Although a petition was actually filed (late 1944) by two shipper organizations asking Interstate Commerce Commission investigation, no action has been taken on it. The two petitioners were unable to get other shipper organizations to join the request, although several groups including The National Industrial Traffic League and The Chain Store Traffic League had been considering such joinder in late 1944. The petition has not resulted in the requested investigation and present indications are that it will be abandoned in view of the generally reported improvement. This has been due, undoubtedly, to the job done by A.T.A.

2. Shipper cooperation secured: Shippers greatly appreciate the trucking industry's increased interest in claims, even when evidenced by magazine advertisements calling shippers' attention to their own claim faults. Mr. Paul Brown, representing The Retailers Transportation Committee at the quarterly joint "claim complaint" meetings, said, "... the A.T.A. advertising program is apparently a good sign. Calling shipper faults to their attention indicated that the (motor) carriers were paying more attention to claims."

At the quarterly joint meeting held on May 3, 1945, the motor carrier representatives presented certain specific claim prevention and handling suggestions to the shippers. In concluding his report to members of The National Industrial Traffic League, Chairman I. W. Whitaker of that group's delegation said, "May we suggest that the shortcomings of the shippers, which have been called to our attention by the carriers, be corrected. Your committee in turn will keep pounding at the motor carriers for improvement in the items we have suggested to them."

3. Additional organizations to deal with claims: In December, 1944, there were 32 local, state and regional motor carrier groups organized to deal primarily with loss and damage claim

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matters. In January, 1946, this had grown to 62 of these groups and all of them now actively functioning.

4. General increase in claim interest: An increasing number of the A.T.A.-affiliated state motor carrier associations included claim handling and claim prevention on the agendas of their annual meetings for the first time. Previously, claims had had no place in convention or annual meeting discussions.

A.T.A.'s Executive Committee, consisting of motor carrier operators and owners, has included the claim problem, in one phase or another, on every one of its meeting agendas during the year.

On January 1, 1945, the A.T.A. Freight Claim Section had 620 members. At year's end there were 881, an increase of 261 or more than 40 per cent. This was by far the largest year's growth in the section's seven years of organization.

COMMENT

As in most public relations efforts, this attack by A.T.A. on a major problem of critical importance to its members is a continuing job. It is significant, however, that the crisis came late in 1944, the attack was launched in full strength in 1945 and the primary objective achieved by the end of that year. Seldom do campaigns bear such ripe results so early.

Expenditures chargeable to this campaign totalled \$18,515.00, a sum within the tentative allocation.

The program which flowered fully in 1945 will not be importantly changed but the effort will be continued as a permanent facet of A.T.A.'s over-all public relations program. No new tools will be used, for the time being at least.

Management of A.T.A. is satisfied that the technique used to solve a most difficult and involved problem has proved its value in the results achieved. It is also satisfied that the public relations campaign on claims has averted serious trouble for its for-hire members.

Chapter Seven

CITIES SERVICE COMPANY

TO CONVEY a message to a large group, widespread advertising and publicity techniques can be effective but wasteful. Frequently more direct and less expensive methods can be found.

In making internal corporate changes and building up confidence in its organization, the Cities Service Company was primarily concerned with two "publics"—its employees and its stockholders. Because the firm is so large, these groups are spread throughout the population of the United States, and they could have been reached through paid advertising in a large number of media, and through publicity of many sorts. The firm found it effective, however, to concentrate its story in a medium for distribution only to those it sought. A house organ was tailored to the needs of the message, and by careful handling and scheduling achieved its purpose inexpensively.

The manner in which this house organ was directed at the goal can be effective in carrying many messages to a special integrated audience.

OBJECTIVES

In January, 1945 Merle Thorpe, a director of Cities Service Company in charge of business development, recommended to President W. Alton Jones a plan to meet certain company problems within and without the organization. This was the background:

1. The company was getting out of the power and light business and switching its principal activities to the petroleum and natural gas fields. Twenty-odd thousand employees in twenty-eight states and 350,000 stockholders were to be made aware of the importance of the move and thus assist in the larger task

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of bringing the change into the public's consciousness. It was important, too, for them to realize that in the big leagues of oil and natural gas the company was no upstart—that its roots went back to the earliest days of the industry.

2. Cities Service has the third largest number of common shareholders in the country. The annual report was the only direct channel of communication whereby they could learn of their company's activities.

3. There are more than one hundred subsidiaries in the organization, scattered from Pennsylvania to Colorado, from Canada to the Mexican border. While this situation would not be unusual in a billion-dollar corporation, in the case of Cities Service operations range from street car, electric power and real estate to natural gas and petroleum. It was easy for an employee in one phase to lose perspective of the over-all operations.

To overcome these three basic obstacles would have been a full-time assignment. But Mr. Thorpe was aiming at a further objective—one even more far-reaching in its benefits to the corporation. It is expressed in the principle that the ultimate purpose of good public relations in a business enterprise is to translate goodwill into profitable sales.

With this background in mind, the memorandum to President Jones said:

"In order to reach effectively the present and prospective consumer, we need the loyalty, the enthusiasm and coordinated efforts of the employees, stockholders, management and dealers, and the understanding cooperation of government agencies, state and federal.

"We can attain these through

1. Our actions as a corporation, such as
 - (a) Forward-looking policies
 - (b) Maintaining leadership in products and service
 - (c) Fair employee relations
 - (d) Helping our dealers sell more products and make a fair profit

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- (e) Enhancing the value, both tangible and intangible, of the stockholder's equity.
- ' 2. Prompt and adequate information of what we do and why we do it through
 - (a) Advertising, both institutional and product
 - (b) Press releases of an informative nature
 - (c) Our five present employee publications
 - (d) Personal contacts"

METHODS

So large a problem might seem to have called for a broad and expensive program, involving all the well-known tools of public relations and advertising. Some of these are indeed being used to good advantage. But Mr. Thorpe felt that an over-all publication, containing carefully selected material and with a new approach in *merchandising*, could of itself accomplish a large part of the objective and render a "plus" beyond the commonly accepted values of a house organ. So the magazine *Service* was born, the first issue making its appearance in January, 1945.

Contents. In keeping with the first objective described previously, the emphasis throughout the magazine is on the company's petroleum and natural gas operations. In general, the material falls into the following categories:

1. That designed to create pride on the part of employees and stockholders, and confidence that through research and constantly improving facilities, the company has its eyes on the future. For example:

"A Business is Big . . ."

Through an inside front cover ad in the April, 1945 issue, many Cities Service people learned for the first time that their company went back to the pioneer days of the industry.

"Sorry, Mister Porpoise . . ."

A back cover ad in the October, 1945 issue told of the painstaking research back of the discovery of a rare synthetic oil

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important in winning the war and with interesting peacetime possibilities.

2. Articles intended to furnish "open door" contacts with industries which are the company's biggest customers. For example:

"The Roadbuilders Are Ready"

With wartime emphasis on aviation gasoline, even employees and stockholders were not always aware of the importance of the company's asphalt business. This authoritative discussion of the proposed Federal road program, written by the U. S. Highway Commissioner, not only was news in itself, but was a valuable door-opener for company salesmen seeking new markets for asphalt.

"That Everyman May Fly"

All over the country communities were thinking about post-war airport development. Many of them were without engineering consultation, a service which the company was prepared to render. This article by the former Chairman of the Civil Aeronautics Authority in the April, 1945 issue described the government's new airport program. How the article was merchandised is described later in this report.

3. According to surveys, stockholders are keenly interested in what kind of men manage the enterprises in which they have invested their savings. "King Tut," in the January, 1945 issue, was the first of a series interpreting Cities Service as a human institution through the men who manage it.

4. Articles on various regions in which the company is active, showing the mutual interdependence of local operating companies and the communities they serve. Examples:

"When They Stop Making Guns" (January, 1945 issue)

A story of the Midwest Research Institute and the post-war industries it seeks to develop (many of them potential users of company products).

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"The City That Found Itself" (January, 1946 issue)

. The up-by-its-bootstraps development of Lake Charles, La., site of the company's largest refinery.

5. A new approach to the story of company products. Written by an outside authority, such an article would discuss, for example, the problem of insect control ("Bugs Mass for 1945 Offensive"—April, 1945 issue.) No mention of Cities Service is contained in such articles; instead, an ad elsewhere in the issue sells the product.

6. Humor, from the pen of "Ellick Botts, Consulting Pump-er," good-naturedly lampooning present-day foibles in the oil industry.

7. Popular economics of company operations. For example, a well-known university professor, in "The Angel Behind Your Job" (January, 1945 issue) shows not only what it costs to provide a job for a Cities Service employee, but also how this investment compares to that in other industries.

Merchandising. This has been the key activity of the entire plan to extend the usefulness of *Service* far beyond the useful fields of house organ influence.

1. *Sponsorship.* The policy was established to see that each copy had a sponsor. The publication was not shipped in bulk to company plants and offices and, figuratively speaking, piled up with a sign, "Take one, it's free." Reader interest determines the success or failure of any publication. A house organ is free, therefore it can't be very good; or if it is good, it must have an ulterior purpose of propaganda. Therefore, the prospective reader—employee, stockholder, customer—must have it introduced properly.

Some two hundred managers (after it was first properly introduced to them) wrote notes accompanying each copy. They did not say, "You ought to read it." They said in their own way, "I've been with the company a long time, but I got quite a kick out of a new magazine, *Service*, copy of which I'm enclosing. If you would like to see it regularly, I'll arrange, etc."

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Due to the paper shortage only 30,000 stockholders were canvassed. Again, they were not offered something free, for their good. They were promised the magazine if they in turn promised to use the material in it to help sell their company's products.

Two hundred executives sent copies to their personal and influential friends, always with an accompanying letter or card, or a letter from the editor, "At the suggestion of—." The responses were so surprising in volume and substance that the executives voluntarily doubled their lists of names for the second issue.

Additional sponsorship was provided in talks by the editor to various employee groups. This personal merchandising was found to be much more effective than the conventional methods of distributing company publications.

2. *Outside Groups.* In addition to merchandising *Service* to employees, managers and stockholders, the planned editorial material was placed in the hands of outside groups, whose goodwill was important to the company, through effective sponsorship.

The approach to this was perhaps unique. The time-honored method would have been to have gotten up a mailing list and sent the magazine, with perhaps a covering letter. Instead, wherever possible, the publication went to a particular group under disinterested outside sponsorship. Two examples will serve to illustrate how this was done:

The head of the Midwest Research Institute requested 1,000 copies which he distributed to industrial leaders and other potential contributors to the Institute in the Midwest.

Another approach was used with the article "Way Down South, a Wedding" (January, 1945 issue). Southern leaders were naturally glad to cooperate in publicizing the fast-growing industrial potentialities of the South. So the editor was able to write State officials, civic and business leaders and

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others that "at the suggestion of former Governor Sam H. Jones of Louisiana, I am sending you . . ."

Another indirect method of merchandising was through addresses made by the editor in a particular community coincident with the appearance of the magazine. Concurrent with a talk before the Associated Industries of Alabama, sponsored copies of the magazine were sent to members by the president of the association.

One thousand full-sized lithographs of the cover painting, suitable for framing, of the Cities Service tanker "Halo," sunk by a German submarine, were made available to service station dealers.

Aviation manufacturers, engineering firms and trade associations promoted the offer of state maps showing proposed airport sites under pending Federal legislation. There was similar handling by outside interests of rail, truck and roadbuilding articles.

A nine-page highlighted review of national, company and radio history celebrating the company's twenty years on the air ("1,001 Nights Entertainment"—January, 1946 issue) was promoted by a special thirty-minute radio musical dramatic interpretation, which brought more than 10,000 requests for reprints.

The significance of the plan lies not in the publication of a house organ so much as in the planned intensive use of it as a tool. Possibly ten times as much thought and effort was put in on the promotion of the ideas as in their presentation in the magazine.

Cost. Despite difficulties in the printing and paper situation, the cost was kept well within the \$100,000 budgeted for the year 1945. Altogether 300,000 copies were distributed in that year, and the sponsored circulation today is 80,000. As soon as the paper situation eases, the mailing will be extended to another block of stockholders.

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RESULTS

There is no barometer to chart from day to day the temperature of public or employees or stockholders as to their morale, nor that of customers as to goodwill. It would be preposterous to claim that this activity was responsible for the \$40,000,000 increase in sales during 1945 over 1944. Yet the sum of certain known results gives color at least to the opinion that it had something to do with increased activity of the sales forces and more ready acceptance of products and services. Some of these facts are:

More than 10,000 letters of acknowledgement, comment and suggestion have been received.

More than 90 per cent of the 7,000 employees of one subsidiary wrote asking to have *Service* sent regularly, a majority of them giving home addresses.

Of the 400,000 stockholders of Cities Service, 30,000 were covered. Eight per cent of these agreed to use Cities Service products, and in a majority of cases offered to introduce the company's representatives to friends who were prospective customers.

Magazines, newspapers and the trade press have quoted liberally from the publication.

The sales departments have credited the publication as a "door-opener" in obtaining new industrial accounts. They have successfully followed up prospects who wrote the magazine they were interested. *Service* likewise has discovered prospective dealers, and in several instances these have developed into contracts. The publication brought in more than one hundred requests for engineering assistance from cities interested in airport development.

The response from 4,000 employees in the armed services showed by their comments an appreciation of the company's interest in their "planning" as presented and promoted through *Service*.

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Officials of the one hundred subsidiaries and affiliates of Cities Service would normally be expected to show less and less interest after the newness of the idea has worn off. On the contrary, each week brings from some of them suggestions for the expansion of the work, and ideas for interpretation or presentation. Another evidence is continued activity in their requests to put friends and customers on the mailing list.

Chapter Eight

CIVIL AERONAUTICS ADMINISTRATION, OFFICE OF AVIATION INFORMATION

IT IS now the function of government to provide for the public welfare in matters of safety and security, and to foster activities which cannot be undertaken by private individuals or organizations.

In the young field of aviation both safety and promotion of interest are functions of government, and the Civil Aeronautics Administration is given the responsibility for these matters. By disseminating information on safe flying; organizing and publicizing codes of regulations; clearing the way for development of private aircraft production, purchase and use; and coordinating the efforts of other organizations, the CAA is helping to nurture healthy aviation in the United States.

The CAA information program has been realistic in aiming its material at the average citizen—the same person who is impressed and convinced by graphic and interesting advertising material, by picture magazines and by motion pictures. It has broken away from the tradition that all government literature must be bound by nineteenth-century traditions of format and presentation. The result has been a far more effective educational program. Both public and private information services can benefit from the same realistic approach to average-man psychology.

OBJECTIVES

The Office of Aviation Information, Civil Aeronautics Administration, has set about achieving its objectives on the theory that good public relations for a government agency are created not by continued “sales talk” publicity but by public service through public information.

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Our broad public relations objective has been "to foster and encourage the development of civil aviation," as directed by Congress in the Civil Aeronautics Act of 1938.

Our more specific objective during 1945 was to lay the foundation for a vast expansion of U. S. civil aviation at the war's end, by setting up machinery for channeling aviation information to servicemen, veterans, state and local officials, foreign governments, commercial interests and the press.

Foreseeing the tremendous volume of inquiries both personal and by corporations that would be spurred by the termination of hostilities, and knowing that the nature of government procedure would make any rapid expansion of our program difficult, this Office determined to devise short-cuts which would enable it to give everyone an answer in spite of a small budget and limited personnel.

It has been the continued policy of the Office of Aviation Information to provide a "one-stop service station," able to handle any reasonable request for aviation information without "passing the buck" or "giving the brush-off." This meant a widening of its activities during the year to embrace aircraft production statistics, foreign aviation information, visual presentation and veterans' guidance.

All of these activities have been accomplished with a moderate budget.

METHODS

As the most modern form of transportation, aviation deserves the most modern information techniques. Until 1944, however, the published materials of the CAA were, at best, old-fashioned and dull. This situation was not so much a reflection on the competence of individuals as on an attitude pervading most of the aviation industry—that flying was for supermen. It followed that the publications should be heavy tomes suitable for these expert technicians.

By 1944, however, it became apparent that a tremendous new aviation audience had come into being, and that if the industry

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were to salvage some of its war growth it would have to reach that audience composed of just "plain folks."

The Office of Aviation Information, therefore, adopted a radically new approach to publications and other presentations. It assumed a minimum instead of a maximum of aviation background on the part of potential readers. It selected relatively narrow segments of subject matter for individual treatment. It explained them in language understandable to the lay reader. And it made basic points doubly clear and vivid by the wide use of visual presentation.

Publications

The contrast between the old and the new methods can be seen clearly by placing side by side the publication *Practical Air Navigation* (issued in 1940) and *Path of Flight* (issued in 1945). The older publication is a 245-page textbook in every sense of the word. *Path of Flight* packs into thirty-two simply written pages of an attractive format all the information that the average private pilot should have about navigation—and the chances that he will absorb this amount are increased in inverse ratio to the drop in size of the book. *Path of Flight* sells for forty cents as compared to one dollar for *Practical Air Navigation*, and in itself is a striking example of how government public relations can use modern techniques. It took considerable "public relations" work to get the Government Printing Office to permit this new departure and in itself was a not inconsiderable victory. Proof of its magnitude is that the Superintendent of Documents placed a first order for 25,000—an unprecedented first printing for a government manual.

An equally striking departure is demonstrated in the October, 1945 issue of *Air Traffic Rules*, as compared with the 1944 edition. The effectiveness of a presentation of this kind in the promotion of safety, and thereby of aeronautics generally, cannot be overestimated.

The CAA publication program has been notable not merely for improvement of previously issued titles, but for anticipating

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GRAPHIC, EASY-TO-UNDERSTAND ILLUSTRATIONS MAKE TEACHING EASIER. THIS ONE IS TYPICAL OF CAA ILLUSTRATIONS IN TRAINING BOOKLETS.

and meeting entirely new needs, and for making these available at comparatively low prices. *Civil Aviation and the National Economy*, for example, was issued in November, 1945 after six months preparatory work. This fifty-five-cent book represents the first comprehensive study of the civil aviation industry's present economic status and growth possibilities. It serves several important purposes. First, it is a starting point for writers, businessmen, students and others newly interested in surveying the aviation field, relieving the CAA of innumerable individual inquiries. Second, it is an authoritative source book around which key personnel among the CAA's 11,000 employees can

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build speeches, articles and other public relations material. Third, it is developing public awareness of the potential benefits of aviation to the national economy and the importance of an airport program and other steps necessary for aviation to attain full growth. Particular stress was placed on the effective use of pictographs in this book and on the application of a simple writing style to a complex subject.

The New York *Times* Sunday Book Section in a complete and detailed review summed up with the following statement: "For anyone interested in the possibilities of civil aviation in the next decade this is a sound and worth-while study. And the Civil Aeronautics Administration is to be thanked for a much-needed survey of this sort."

Employment Outlook in Civil Aviation, representing an expansion of a series of press releases issued starting in January, 1945, meets a tremendous demand, from servicemen and students particularly, for guidance in choosing a vocation or starting a small aviation business. It discusses possibilities of employment in various phases of aviation, how to start a small airport, flying school or aircraft and engine repair shop. Initiation of this series of releases as early as January, 1945, is regarded as a foresighted contribution to the promotion of civil aviation, and kept CAA from being completely swamped by inquiries after Germany and Japan fell.

Of special assistance to the CAA's undermanned staff in meeting requests for airport information were the publications *Small Airports* and *Airport Planning for Urban Areas*. Comparison of these publications with the 1943 edition of "Airport Design" also demonstrates the great improvement in presentation techniques.

The *Statistical Handbook of Civil Aviation* exemplified the effort to make the Office of Aviation Information the central source for all data in this field. In this publication is collected for the first time the basic statistics of aviation, previously obtainable only through special inquiry. This became the stand-

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ard reference manual for actuaries and statisticians as well as editors and teachers. Its loose-leaf format, allowing for supplementary sheets to keep the user up-to-date, is an added service feature.

Visual Presentation

It was not until 1944 that the beginnings of a CAA Visual Service were made, and only in 1945 did this office function on a full scale. Through this office visual media were utilized with an effectiveness having little precedent in government operations.

Aimed at the general public was a poster on "Air Marking," which employs to advantage a Disney-type of cartoon technique for publicizing the CAA air-marking program.

In the category of what might be called "internal public relations" were the pictorial presentations on the work of the CAA Air Navigation Facilities Operations Service, prepared to support a reorganization proposed to the Civil Service Commission; on the CAA 1947 budget, used before the Budget Bureau and Congressional committees (this presentation also reduced to brief, simple language the usual mass of written budget data); and a series of drawings and photographs on the work of the CAA Experimental Station at Indianapolis, used to explain CAA technical development projects to foreign officials and other important visitors.

Special Services for Veterans

Recognizing that all organizations, and government agencies in particular, have a special obligation to men who have been in the armed forces, and that it is good public relations to discharge that obligation well, the CAA Office of Aviation Information took steps to expedite servicing of veterans' inquiries.

A notable innovation was the establishment in the Current Information Division of a veterans' desk. Staffed by a former chief of the Aviation Inquiry section, who possessed broad knowledge of aviation matters that interest veterans, this desk

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handles an average of 220 visitors a month, and three times that many telephone inquiries. The Office of Aviation Information has been complimented on the efficiency and courtesy of this service by newspaper columnists and by the veterans who use it. It has also served to save the time of the writing staff for service to the press.

The correspondence section of this Office has rendered a similar service by mail to veterans and men in the armed forces all over the world, handling 6,000 letters a month since VJ-Day against 2,000 before. Although technically everyone should purchase "for sale" publications through Government Printing Office, the Office of Aviation Information has, as a matter of good public relations, established a policy of free distribution of all inexpensive publications to men in overseas service.

Statistics

Statistics can be a mere matter of record-keeping, or a policy-making and public relations instrument. During 1945 the statistical activities of this office more and more assumed the latter character. This does not mean that facts were twisted to suit preconceived notions. It does mean that studies were conducted with a definite purpose of throwing light on policy problems, and the findings analyzed to bring out their full significance.

For example, a study was made on the carriage of all first class mail by air, to determine probable costs, revenue and volume of business. This study is playing an important part in policy discussions between the airlines, the Post Office Department, Civil Aeronautics Board, and Civil Aeronautics Administration.

Other statistical projects with public relations implications are analyses of accident records as they bear on insurance rates, and studies of personal plane operating costs as they affect the aircraft market.

Foreign

The end of the war set the stage for a tremendous develop-

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ment of international civil aviation. Since the prowess displayed by U.S. armed air power had impressed other nations with the advantages of U.S. aeronautical equipment and methods, it remained for the civil aviation branch of the government to follow through with an information program that would sustain this interest to the point of buying U.S. products, adopting U.S. standards and concluding agreements with U.S. interests.

The Office of Aviation Information was alert to the possibilities in this field. It undertook adaptation and editing of CAA publications to the special requirements of foreign countries. It circulated to aeronautical interests in Spanish-speaking countries a pioneering Glossary of Aeronautical Terms, aimed at standardizing the aviation terminology in Latin America, which was threatening to become a bottleneck of inter-American aviation development.

Through a CAA representative at U.S. Army headquarters in Berlin, this Office circulated specially prepared film strips with sound tracks in French and Russian, designed to promote use of U.S. equipment and methods in European operations.

Costs

The entire operation outlined above cost the government only \$45,000 during fiscal 1945. This covers the personal services of a director, his assistant, three writers, four editors of publications, and an art staff of five (enlarged from three during calendar 1945). For an agency of 11,000 employees, this is a very small staff, and it does not begin to compare in relative size with the public relations organizations of other government agencies.

Printing and duplicating costs for the publications mentioned totaled \$13,453, but it is expected that sale of these items will enable the government to break even and possibly make a profit. In fiscal 1945, for example, the government derived revenue of \$166,149.85 from sale of 422,703 CAA publications. Against this only \$110,000 in 1945 expenditures (\$27,000 by

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CAA and \$83,000 by GPO) can be charged, although some of the publications may have been printed in previous years.

RESULTS

Measurement of results in public relations is always difficult, particularly when the program is not concerned with selling a tangible product. In the case of CAA, it is attempting to "sell" civil aviation in general, and its efforts inevitably merge with those of aircraft manufacturers, airlines and other commercial interests in the field.

Perhaps the only true test of success for a government agency is the absence of complaints, since citizens rarely write letters of commendation but are quick to condemn poor service to the taxpayer. During 1945 the civil pilot rolls grew from 115,000 to 200,000, and the number of aircraft owners from 28,000 to 38,000. This rapid expansion took place without a similar increase in CAA staff, yet the Office of Aviation Information rendered service that was apparently satisfactory both to this aviation users public and to the many other interested persons still on the fringe of active participation.

Chapter Nine

CONGRESS OF INDUSTRIAL ORGANIZATIONS

THE position of a minority, even in a free democracy, is difficult when it seeks to propagate its beliefs. Our media of expression have developed into citadels of the existent way of life, with considerable stake in the status quo. Not only economically but socially and intellectually, our press, radio and movies are solid structures in the edifice of tradition.

For this reason, almost all minorities of opinion find it difficult to be accepted at face-value in the public forums. This is true of the Woman's Christian Temperance Union, various religious cults and pleaders for freedom of education on birth control, as well as labor unions.

The Congress of Industrial Organizations has been outstanding in its ability to conquer this disadvantage. Using as a primary technique a procedure which corporations are coming to use in their employee relations—educating the members of the organization so they can educate the outsiders—the CIO spreads its message across the breadth of the country. It has succeeded so well in making its opinions felt among the general public that the general press and radio have gradually come to treat CIO opinions and activities as news of major importance, thereby winning the full hearing that labor had found so difficult a few years ago.

In all of its activities, the CIO translates its message into graphic, interesting terms that its members and others can grasp and accept. This combined understanding of the methods that must be used to overcome obstacles and the techniques of effective presentation have made the CIO a potent influence on public opinion.

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OBJECTIVES

With the ending of the war, the CIO faced a critical period in its public relations. During the war the spirit of national unity aided a general understanding of CIO's objectives, all of which were closely related to the patriotic purpose of speeding up victory in a people's war.

But with the return to peacetime attitudes, the ending of the wartime no-strike pledge and the increasing rivalry for advantage between various special interest groups, the public became more skeptical of labor's aims.

The danger emerged of an anti-union drive by big business, designed to take advantage of the economic dislocations of reconversion and to turn veterans, farmers, middle class and other groups against the organized workers.

CIO's immediate postwar program called for *planned and speedy reconversion looking toward an era of full production and full employment, based (1) on an expanding domestic market through increased mass purchasing power, and (2) on increased world trade through progressive international arrangements.*

The major public relations objectives of the CIO in 1945 therefore were:

1. To mobilize the worker's support for this program;
2. To demonstrate to other sections of the population that CIO's postwar aims were constructively designed to promote their interests as well as labor's, through expanding national prosperity.

METHODS

To achieve these objectives, the CIO set out to bring its program to the attention of the greatest possible number of people in the most popular fashion possible; and to combat anti-labor propaganda not so much by rebuttal as by the positive enunciation of its constructive aims. The greatest handicaps to be overcome were:

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1. The control of the major media of opinion information, press, radio, movies, etc., by large corporate interests traditionally hostile to labor's economic demands whenever these might seem to impinge on their profit interests.

2. The fact that the limited means of a movement depending for funds upon the dues of low-income wage earners made it impossible for the CIO to compete with wealthy hostile interests in huge advertising campaigns and elaborate and expensive public relations programs.

The pattern therefore had to be cut to fit the cloth. Special reliance had to be placed on the labor press, on pamphleteering and on other low-cost methods involving the cooperation of a large membership. And ingenuity and imagination had to be employed to get our message into the daily press, magazines and radio broadcasts with a minimum of expenditure, as well as to explore new methods in every other available field of public relations.

The following brief outline cannot describe in detail all of the many and varied methods used by all sections, of a movement of 6,000,000 members. It describes the main methods used by the public relations staff of the national CIO headquarters, with special emphasis on:

(a) The General Press; (b) The CIO Press; (c) Reaching Servicemen and Veterans; (d) Radio; (e) Pamphleteering; (f) Other Methods.

The General Press

To reach the public through the daily and magazine press, as well as through radio news coverage, the CIO Publicity Department took especial pains to make all news and information about the the CIO readily and speedily available to all reporters and writers.

While this at first may seem to be an obvious, routine activity, the CIO considered it as basic to all its public relations that the organization should operate in a goldfish bowl so far as the public is concerned, letting all its policies and activities be

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known to the press at once, with a maximum of background information and documentation.

In line with this policy, while releases and other official information were coordinated and channeled through the Publicity Department, no effort was made to restrict reporters and writers to this source of information. On the contrary, they were encouraged and aided to get additional information, whenever they needed it, directly from those CIO officers and functionaries immediately concerned or with expert knowledge on a particular subject.

Even on organization finances, salaries and similar details, information was made readily available, and detailed financial reports were published by all major affiliates and released to the press.

In carrying out this general policy, the CIO publicity staff:

Issued an average of ten mimeographed releases a week, delivered by messenger to all newspaper and radio offices, covering all major news affecting the organization.

Arranged frequent press conferences with President Philip Murray and other officers whenever the news interest justified it.

Made itself available at all times to reporters and writers, through personal interviews and through answering scores of telephone calls daily.

Answered hundreds of mail queries weekly from all persons seeking information about the CIO.

Arranged for the placing of many magazine articles and for statements by CIO leaders in the press generally, whenever requested.

Made special mailings of background material, reports, pamphlets, etc., to editors, radio commentators and writers throughout the country, with special attention to the special interests of farm, church, Negro, foreign-language publications.

In addition, the CIO's weekly Union News Service clipsheet, *The CIO News*, and the *Economic Outlook* were regularly mailed to a list of about 2,000 labor, liberal, farm, church,

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Negro and other editors, as well as to labor reporters and editorial writers on the daily press and other special writers desiring this service.

C I O Press

Special attention was given to making the CIO press an effective medium for informing and mobilizing the membership around CIO's public relations campaign, by increasing its popular appeal to workers and the general public.

Besides servicing some 200 CIO papers through mimeographed releases, the weekly clipsheet, cartoon mats, picture features, etc., the CIO called special conferences of its editors and publicity directors from time to time to plan and promote a coordinated campaign.

The *CIO News*, weekly national CIO paper, which is published in a dozen special local and union editions in addition to its national edition, was a key medium in this campaign, supplying columns, editorials and other articles widely reprinted throughout the CIO press, and frequently quoted in other publications.

Recognizing that labor readers are no different from most other readers in their susceptibility to popular and simple presentation and their aversion to "heavy" matter, the CIO Publicity Department explored all possibilities for applying modern popular journalistic techniques of pictorial presentation, comic strips, humor, etc.

Many serious subjects were presented in "comic strip" form, and a special CIO comic strip, "The Adventures of Jim Barry, Trouble Shooter," was published regularly in *CIO News* and syndicated to other CIO publications.

CIO's policies and program were also presented in picture stories, following the *Look-Life* technique and making general issues concrete and personal in terms of the experience of individuals.

Special features concerning women and children were added to the *CIO News*, and every effort was made, within budget

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limits, to make the paper popular enough to "sell itself" rather than to depend on organizational loyalty for its support.

Sales of the *CIO News* to a readership of approximately 400,000 and sales of pamphlets and other material furnished enough income to finance much of the CIO's other public relations operations, and the editorial staff of the paper did double duty in all the other work of the Publicity Department.

As a result of these sources of income, the department's operations in publishing CIO's regular periodicals, radio, press relations and all other public relations activities, except pamphleteering, were conducted in 1945 for a net cost to the CIO of less than \$45,000. Pamphlets (referred to in a later section) by the Publicity Department and the Research and Educational Department were published at a net cost of less than \$20,000.

Reaching Servicemen and Veterans

One of the most effective means of reaching servicemen and veterans and promoting a realization of their common interests with labor was the publication of a regular Servicemen's Edition of the *CIO News*.

This paper was sold at a low subscription rate and reached a circulation of approximately 100,000. Besides being mailed directly to service subscribers, and inserted in letters from relatives and friends, it was distributed first-hand to the troops by CIO seamen sailing to the battle fronts.

Featuring service humor, artwork and pictures, and some "cheese-cake," the Servicemen's Edition was edited by an ex-serviceman and its whole content was angled to the serviceman's interests and approach. It brought letters by the hundreds from servicemen in all parts of the world, which letters were regularly answered and additional material was sent to the writers.

In addition, special pamphlets were issued for servicemen by the national CIO and its War Relief Committee, designed to be of practical service to them as well as to acquaint them with labor issues affecting them.

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Campaigns were promoted to establish servicemen's committees in every union and local. Representations were made against anti-labor propaganda in service publications and CIO material sent to them. Unions were urged to send their publications to service members, and to conduct letter-writing and gift campaigns.

CIO interest in the servicemen was further demonstrated through scores of CIO servicemen's canteens and through support of USO and Red Cross work. And every effort was made to publicize these and many other activities of CIO unions to service their 1,250,000 members in the armed forces and to protect their interests in respect to seniority, reinstatement, etc.

Radio

Labor's use of the radio has been severely curtailed in the past not only by the high cost of network time and radio production, but also by many special restrictions including denial of the right to buy time, under the National Association of Broadcasters' code, on the ground that labor programs are "controversial."

The CIO had therefore to conduct a long campaign to obtain greater opportunities over the air. This included appearances before the Federal Communications Commission and before Congressional committees, and the filing of test cases for the denial of station licenses on account of anti-labor discrimination.

As a result of this campaign, the NAB code was revised to allow greater opportunities for labor to obtain paid or free time, and the National, Columbia and American networks agreed to grant sustaining time to the major labor organizations for regular weekly programs.

These network programs were utilized by the CIO as one of its most effective public relations media, to reach all sections of the public as well as labor listeners.

Emphasis was placed in the CIO radio programs on simple popular presentation and an individualized approach, using

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the most modern and professional techniques of dramatization, music and entertainment, to attract and hold listeners of all shades of opinion.

On the weekly CBS program, "Job for Tomorrow," for instance, CIO's program in respect to reconversion was presented in professionally written dramatic scripts, with good musical and entertainment values, relating the stories of the people who work in these industries, and the impact on them and on the public of reconversion problems and plans.

On the weekly American Broadcasting Company program, "Labor USA," the CIO dealt with all current issues affecting labor, or illustrating its program on broad public issues with a dramatized, documentary and "March of Time" type of technique. The most complicated subjects were handled in a simple, direct and dramatized form to show what they meant to the ordinary citizen.

Even the Bretton Woods agreement was thus handled, in a personalized and dramatic script. This program not only won high praise from Treasury Secretary Morgenthau but was also selected by Erik Barnouw for inclusion in his anthology of the best radio writing ("Radio Drama in Action") as "an example of dramatized radio pamphleteering at its most agile."

In addition to these network programs, the national CIO sponsored a radio forum of extemporaneous discussion by labor, farm, business and government leaders on the National Broadcasting Company network.

It also obtained network time for many speeches by CIO leaders and watched for every opportunity to place its representatives on all the regular radio forum programs.

This network radio work was supplemented by many CIO programs over local stations throughout the country, arranged for and sponsored by affiliated unions and councils.

Alert to the new possibilities of FM broadcasting, the CIO promoted the idea of FM station ownership by CIO unions through detailed articles in the *CIO News*, through conven-

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tion recommendations and through publicity directors' conferences. As a result, applications for licenses for about a dozen FM stations were filed with the FCC by CIO organizations.

Pamphleteering

The pamphlet has been called "the poor man's newspaper." As a relatively cheap medium of public relations, readily adaptable to mass distribution by organizations with a large and active membership, it has been developed to a higher point and more widely used by the CIO than by perhaps any other movement.

The technique of simple popular presentation (already referred to in the CIO Press and Radio sections) with a warmly human and concrete personal approach and with profuse illustrations, was used in all of the many pamphlets published in 1945 by the CIO Publicity Department, Research and Education Department, Political Action Committee, War Relief Committee, etc.

The subject-matter of these pamphlets dealt not only with labor's immediate economic concerns, but also with broad public issues and with labor's relations with other groups of the public. In most cases, they were designed to appeal to the general reader, rather than exclusively to union members.

Indicative of the wide range of subjects covered are the following samples: Church and Labor, CIO and the Negro Worker, Labor and Education, Bretton Woods, Dumbarton Oaks, Re-Employment, Steelworkers' Wage Case, Guaranteed Wage, Sub-standard Wages, Social Security, Housing, Cost of Living, Reconversion, World Labor Organization, Labor's Political Aims, CIO and the Veteran, Union Hall Bookshelf, Union Hall Films, Full Employment.

Colored "comic strip" publications proved among the most popular and widely circulated, and millions of copies of such publications were distributed dealing with Racial Discrimination, Reconversion, the Bible and the Working Man, and other subjects.

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Mailing lists of some 70,000 influencers of public opinion were maintained, including teachers, editors, political, farm and church leaders and many others, and CIO publications were widely circulated to all groups of the population through such direct mailing.

Other Methods

As already indicated, the above outline does not purport to present all the public relations activities of all sections of the CIO. Its object is merely to touch on some of the main methods used by the public relations staff of the national CIO headquarters in connection with CIO's 1945 public relations campaign.

Attention should be drawn to the efforts of the CIO to establish close relations with veterans', farm, business, church, professional, and many other types of organizations. These resulted in a number of joint conferences and the formation of joint committees on various issues on which the different organizations could work together, in exchange of speakers at conventions, and in other forms of cooperation.

Reference should also be made to the public relations work of various special CIO committees as, for instance, the CIO Political Action Committee, National CIO Committee to Abolish Discrimination, Veterans' Committee, National CIO Community Services Committee, Congress of Women's Auxiliaries, Reconversion Committee, Housing Committee, Maritime Committee, Legislative Committee, Social Security Committee.

Some of these committees conducted their public relations work through the national CIO headquarters setup, as already indicated; but others conducted a considerable amount of public relations work independently through their own offices and staffs.

In the fall of 1945, a special committee was formed and financed by directly interested CIO unions for additional publicity on CIO's wage case. It issued posters and pamphlets, bought some radio time, did some advertising, sent special

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releases to rural, Negro and foreign-language press and otherwise supplemented the continuing public relations activities of the national CIO office.

It should be noted that all the larger affiliated CIO international unions have public relations setups of their own. These conduct extensive activities on behalf of their own unions, along parallel lines to those of the national CIO, with which they coordinate their work on national issues affecting the whole movement.

Finally, attention must be called to the following two basic factors, which largely determine the success or failure of all CIO's public relations activities:

1. The major policies of the CIO, as democratically determined at its conventions, and the actions of President Murray and other leaders in implementing these policies, are the basic determinant in all CIO public relations.

2. The direct impact of CIO's 6,000,000 members on the communities in which they live—the human relationships established—are equally decisive. The personal contacts of CIO members, and the standing they and their local unions achieve through their community work, determine the opinion most citizens will have of the CIO even more than the most skillful work of public relations experts.

RESULTS

Due to the breadth of the general issues involved, it is impossible to make any exact measurement of the results of CIO's 1945 public relations program. But the following indications of its success may be cited:

1. The effectiveness of CIO's public relations techniques received wide press and radio recognition, often from sources by no means sympathetic to the CIO.

The *Wall Street Journal* printed an extensive article on CIO's "publicity wizards," calling attention to the modern and popular methods used. The *Nation's Business*, organ of the

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Chamber of Commerce of the United States, published a similar article, pointing out that "labor tells its story so that all can understand." *Time* Magazine called particular attention to *CIO News* comic strips and its Servicemen's Edition. Other daily and trade publications, and many columnists and radio commentators, including Frank Kent, Morgan Beatty, Earl Godwin and others, alluded frequently to CIO's outstanding publicity work.

2. Returning servicemen did not evidence the degree of anti-labor reactions that many had anticipated, but on the contrary showed marked labor sympathies in most cases.

Ex-servicemen rejoined their unions in nearly all cases, or joined unions for the first time. In all the major CIO strikes, veterans played an active, militant and leading role, and all efforts to use them as strikebreakers failed miserably.

Veterans' organizations cooperated actively with the CIO and its Veterans' Committee on legislation and other issues of common interest, invited CIO speakers to their conventions and indicated a cooperative attitude in many other respects. An effort by a leader of Amvets to give his organization an anti-CIO direction resulted in a sharp internal fight and his removal from office. Another veterans' leader was reported by Columnists Joseph and Stewart Alsop to be in a state of "almost tearful bewilderment" over the pro-labor attitudes of his members.

3. Widespread postwar CIO strikes did not produce any general public anti-labor hysteria as has sometimes happened in the past. On the contrary, wide community support for the strikers was evidenced to an extraordinary degree, and was a big factor in their success.

CIO's arguments that increased purchasing power for the workers would result in greater income for farmers, business and all other groups, and was necessary to lay a firm basis for national prosperity—and that big business was primarily responsible for stoppages by rejecting collective bargaining and

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seeking to hold up the public for higher profits, higher prices and lower take-home wages—found wide popular acceptance.

As a result, in many communities affected, mayors and other political leaders, churchmen, farmers, small businessmen, professional people and community leaders of all kinds expressed their support of the CIO, formed pro-labor citizens' committees, aided in relief activities, ran ads on behalf of the workers, and in some cases even joined the picket lines.

4. Even in the daily press, which is usually preponderantly and consistently anti-labor in its editorial attitudes when conflict arises between the economic interests of capital and labor, there was a noteworthy modification of attitude as compared with similar situations in the past.

Weekly reports of the Twohey Analysis of Newspaper Opinion, based on the editorial pages and front pages of daily newspapers, indicated some ups and downs in editorial attitudes toward CIO strikes, but on the whole a "toning down" tendency in regard to condemnation of labor, reaching the point at times where most of the press assigned more blame to corporations like U.S. Steel and General Motors than they did to the CIO.

5. CIO's campaigns for broadly progressive measures in national and international affairs were often an important factor in their adoption and enhanced the CIO's public relations standing as a movement in the people's interest rather than a narrow special-interest group.

The CIO campaigned vigorously and extensively on behalf of the Bretton Woods and Dumbarton Oaks agreements, the United Nations Organizations and other phases of President Roosevelt's foreign policies. It was thus a considerable factor in securing the broad popular support they achieved.

CIO's campaigns for expanded mass production (in cooperation with industrialists like Henry Kaiser) for full employment, for greater educational opportunities and social security, and for many other broadly progressive social policies and legisla-

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tion—often going far beyond labor's immediate economic demands as narrowly defined—won frequently expressed recognition from non-labor sections of the American people of the patriotic, progressive and generally public-spirited character of a movement which is dedicated to the proposition that what is good for all the people is good for labor.

Chapter Ten

“FINANCIAL WORLD”

ONE of the soundest means of entrenching an institution in the favor of its supporters is to perform a service which those supporters recognize as beneficial to them.

Financial World, a journal dealing with the financial aspects of corporations, found an opportunity for such service in the neglected medium of corporations' annual financial reports. Although such a report is often the most important statement of a firm about its activities and resources, it had been allowed to stagnate into a dry and seldom-read collection of statistics.

Recognizing the benefits to every corporation, and to the reputation of business and industry in general, of readable and attractive annual statements, Financial World set out to awaken management. The publication's success has been notable, as may be seen by the marked improvement in many annual reports during the short time its campaign has been under way.

Financial reports are now being read and are helping affirm public faith in American industrial operation. Individual corporations are achieving better understanding among their stockholders. And Financial World, having attracted considerable attention to itself for its activity in this field, is benefiting in increased support from the corporations it serves.

If a way can be found to help an organization's supporters, that way becomes an open road to invaluable goodwill.

OBJECTIVES

1. To inspire corporation management to expand the content, increase the clarity and improve the appearance of annual reports to stockholders.

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2. To increase the prestige of *Financial World* as a national weekly magazine serving industrial and financial executives, investors and "stockholders of record."

3. To build the net paid circulation of *Financial World*, and to expand its revenues from paid advertising.

METHODS

Preliminary program: Survey of 2,500 corporation annual reports to stockholders, and their classifications as (1) "Modern," (2) "Improved" and (3) Unchanged in the decade. From the 1,250 annual reports which qualified for initial judging, 372 brochures were judged as "Modern" and earned a "Merit Award Citation"; 457 booklets and folders were classified as "Improved" and were awarded "Honorable Mention Certificates." This part of the plan was announced in the July 4, 1945, issue of *Financial World*, and publicized through newspapers, magazines, financial publications and trade journals.

Independent board of judges: The 372 annual reports which were regarded as "Modern" were then classified into fifty industries to be judged by an Independent Board of Experts:

Dr. Lewis Haney, Professor of Economics, New York University

Glenn Griswold, Editor, *Public Relations News*

Norman Bel Geddes, Art Authority and Industrial Designer

C. Norman Stabler, Financial Editor, N.Y. *Herald-Tribune*

Sylvia Porter, Financial Editor, New York *Post*

Work of board of judges: Under the chairmanship of Dr. Lewis Haney, the panel of experts met and studied the 372 annual reports, selecting the "Best" and "Second Best" in each of fifty industries. From the best fifty were then selected the "Golden Dozen" from which were to be selected the "first," "second" and "third" "Best of All Industry" awards.

"Oscar of Industry" trophy: It was then decided to give something more than a certificate as the "Best of Industry" awards

—some sort of a figurine that would symbolize the improvement in annual reports, and become a hallmark of merit for those corporations which achieved the distinction of being judged as having the “Best” annual report in their industry.

Rene Paul Chambellan, noted sculptor and holder of the Beaux Arts Medal First Class, was commissioned by *Financial World* to create an “Oscar of Industry” that would be unique and different from the “Oscar” presented for the best motion picture and the talent acting in them. Mr. Chambellan conceived a half-globe of the world, rising above a bas-relief of industry and embellished with an opened annual report resting on a wreath. The trophy was designed for casting in bronze and gold, to be mounted on a wood-angle base with a brass plate for the name of the corporation and the award achieved. These trophies were designed and ordered cast before there was any idea of giving an Annual Report Awards Dinner at which to present these “Oscars of Industry.”

Annual report awards dinner: With the sudden ending of the war with Japan, it was decided that the time was propitious for an affair at which the top executives of the corporations winning the “Best of Industry” awards for their outstanding annual reports could be formally presented with the new “Oscars of Industry” in bronze and gold.

The Grand Ballroom of The Waldorf-Astoria Hotel in New York was reserved for the evening of Tuesday, October 2, 1945. Plans were started in mid-September to publicize the affair, and Senator Robert A. Taft of Ohio was invited to deliver the keynote speech, and to lend national color to the meeting.

Invitations were then sent to the presidents of the one hundred corporations whose annual reports had been judged “first” and “second” best in each of fifty industries.

Of the one hundred corporations offered a complimentary ticket to be represented at the Annual Report Awards Dinner, ninety-eight accepted. Of these, forty-seven were presidents of corporations, twenty-eight were executive vice-presidents and

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vice-presidents, and the remainder were treasurers, secretaries, controllers and public relations directors.

Invitation mailings were then sent out to 829 corporations which had achieved "Merit Awards" and "Honorable Mentions" in the preliminary survey, and separate invitations were sent to members of the National Association of Public Relations Counsel, the Publicity Club of New York and the National Republican Club, providing the opportunity to witness the affair. Nearly 1,000 ranking industrial executives made reservations for the dinner.

The "Press Table" attracted editors and reporters from the following publications and services:

Associated Press	<i>Modern Industry</i>
United Press	<i>Trusts & Estates</i>
N. Y. <i>Times</i>	<i>Banking</i>
N. Y. <i>Herald-Tribune</i>	<i>Printers Ink</i>
International News Service	<i>Tide Magazine</i>
N. Y. <i>World-Telegram</i>	<i>Advertising Age</i>
New York <i>Sun</i>	<i>Advertising & Selling</i>
New York <i>Post</i>	<i>Printing News</i>
<i>Wall Street Journal</i>	<i>Printing</i>
Dow-Jones News Service	<i>Inland Printer</i>
N. Y. <i>Journal of Commerce</i>	<i>Magazine World</i>
New York <i>Daily News</i>	<i>Public Relations News</i>
N. Y. <i>Journal-American</i>	"Public Relations Directory & Yearbook"
<i>Christian Science Monitor</i>	
<i>Time-Fortune-Life</i> Magazines	

The motif of the dinner was the backdrop of more than 1,200 corporation annual reports scattered at random over a huge panel. At the place of each guest of honor was the bronze "Oscar of Industry" signifying the award and the name of the corporation.

Following the formal presentation of the bronze "Oscars of Industry" and addresses by Senator Robert A. Taft and Dr.

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Lewis Haney, the gold "Oscars of Industry" were presented by Louis Guenther, president and publisher of *Financial World*:

BEST OF ALL INDUSTRY AWARDS—SELECTED BY JUDGES	
Corporation	Recipient

- | | |
|---------------------------------|-------------------------------|
| 1st Caterpillar Tractor Company | A. T. Brown, Exec. Vice Pres. |
| 2nd Chesapeake & Ohio Railway | Carl E. Newton, President |
| 3rd Electric Boat Company | John J. Hopkins, Vice Pres. |

BEST COVER DESIGNS—SELECTED BY NORMAN BEL GEDDES

- | |
|---|
| 4-Color Cover West Virginia Pulp & Paper Company, David Luke, President |
| 2-Color Cover Duquesne Light Co., Herbert Briggs, Jr., Vice Pres. |

Press relations and publicity: Five press releases prior to the Annual Report Awards Dinner, and one issued the night of the dinner resulted in nationwide publicity for *Financial World*, carried by all three wire services (Associated Press, United Press and International News Service) to hundreds of daily newspapers, featuring the address of Senator Taft, and the announcement of the "Best of Industry" awards and the presentation of the new "Oscars of Industry."

The following publications are among those which carried news articles and/or pictures of the *Financial World* Annual Report Awards Dinner:

DAILY NEWSPAPERS

- | | |
|---------------------------|----------------------------------|
| New York Times | Wall Street Journal |
| N. Y. Herald-Tribune | Chicago Journal of Commerce |
| New York Sun | Nassau Daily Review-Star |
| N. Y. Journal-American | Brooklyn Eagle |
| N. Y. World-Telegram | Bellmore Home News |
| New York Post | White Plains Reporter - Dispatch |
| N. Y. Journal of Commerce | |
| N. Y. Daily News | Montreal Gazette |

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Quebec <i>Chronicle-Telegraph</i>	Kansas City (Mo.) <i>Star</i>
Los Angeles <i>Examiner</i>	Arlington (N. J.) <i>Plain Dealer</i>
Pacific Grove <i>Tribune</i>	
Merced (Calif.) <i>Express</i>	Danbury (Conn.) <i>News-Times</i>
San Francisco <i>Times</i>	
California <i>Chronicle</i>	Winchester (Tenn.) <i>Chronicle</i>
Cleveland <i>News</i>	
Cleveland <i>Press</i>	Clearwater (Fla.) <i>News</i>
Cleveland <i>Plain Dealer</i>	Chicago <i>Tribune</i>

MAGAZINES AND TRADE PUBLICATIONS

<i>Financial World</i>	<i>Editor & Publisher</i>
<i>The Controller</i>	<i>American Banker</i>
<i>Banking</i>	<i>Passenger Transport</i>
<i>Investment Dealer's Digest</i>	<i>Film Daily</i>
<i>Investors' Reader</i>	<i>Motion Picture Herald</i>
<i>Tide</i>	<i>American Machinist</i>
<i>Printers' Ink</i>	<i>Box Office</i>
<i>Advertising & Selling</i>	<i>Motion Picture Daily</i>
<i>Finance</i>	<i>Travel Industry</i>
<i>Aviation News</i>	<i>Food Field Reporter</i>
<i>Advertising Age</i>	<i>Tavern News</i>
<i>Printing</i>	<i>Printing News</i>
<i>Inland Printer</i>	<i>Sales Management</i>

NEWSLETTERS AND DIGESTS

<i>Public Relations News</i>	<i>Behind the Scenes in American Business</i>
<i>Public Relations Topics</i>	
<i>Clippings</i>	<i>Gilliams News Letter</i>
<i>Magazine World</i>	<i>Neff's Digest</i>

HOUSE ORGANS AND EMPLOYEE MAGAZINES

<i>Tracks</i>	Chesapeake & Ohio Railway
<i>This Month</i>	American Home Products Corporation
<i>Botanist</i>	Botany Worsted Mills
<i>Stet</i>	Champion Paper & Fiber Company

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<i>What's Going On</i>	Butler Brothers (Chicago)
<i>Wheels</i>	American Car & Foundry Company
<i>Investor's Reader</i>	Merrill Lynch, Pierce, Fenner & Beane
<i>The Imprint</i>	N. Y. Employing Printers Association
<i>Blue Prints</i>	National Tool Company
<i>Westinghouse Magazine</i>	Westinghouse Electric Corporation
<i>Stockholders News</i>	General Foods Corporation
<i>B. & O. Magazine</i>	Baltimore & Ohio Railroad
<i>Underwood News</i>	Underwood Corporation
<i>Borden Stockholder Bulletin</i>	Borden Company
<i>News & Views</i>	General Motors Corporation

Appropriation allocated for program and amount expended:
The appropriation for this program was around \$10,000.

Director of survey: Weston Smith, vice president of *Financial World*, had entire supervision of the survey of stockholder annual reports, the direction of the Board of Judges, and handling of the Annual Report Awards Dinner. The public relations firm of Selvage & Lee assisted with the dinner arrangements, while the advertising agency of Albert Frank-Guenther Law, Inc., handled advertising and publicity.

RESULTS

1. To inspire corporation management to expand the content, increase the clarity and improve the appearance of annual reports to stockholders.

Objective achieved: During the past year more corporations showed improvement in their annual reports than in any previous year on record. For the first time the percentage of corporations clinging to inadequate or abbreviated year-end statements was a minority—less than one-third of the total.

The following tabulation compares the number of "Modern" and "Improved" annual reports published during the past two years:

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Number	1943 Annual Report	1944 Annual Report
Modern reports	254.....25%	372.....30%
Improved reports	361.....36%	457.....37%
Unchanged reports	385.....39%	421.....33%

2. To increase the prestige of *Financial World* as a national weekly magazine serving industrial and financial executives, investors and "stockholders of record."

Objective achieved: Here are a few of the comments of "top management" on the Annual Survey of Annual Reports, indicating that the officials of leading corporations have recognized the standing of *Financial World* in assuming the authority to judge the annual reports of their corporations:

"I believe that the work you are doing with your annual report surveys is making a very valuable contribution in calling to the attention of industry generally the importance of making annual reports more informative, attractive and readable."

(Signed) Lewis H. Brown,
President, Johns-Manville Corporation

"I think that your surveys will do a lot in making management conscious of the problems, and bring about the desire to improve constantly their reports to stockholders."

(Signed) Walter S. Mack, Jr.
President, Pepsi-Cola Company

"I am quite sure that this policy of *Financial World* in reviewing annual reports has spurred on corporations to do a better job in their reporting."

(Signed) Charles R. Hook,
President, The American Rolling Mill Company

"I do believe this annual survey activity of yours is encouraging the publication of better reports."

(Signed) Clarence Francis,
Chairman of the Board, General Foods Corporation

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"Let me assure you that your citations will serve as incentives to many corporations toward further improvements in the future."

(Signed) Paul G. Hoffman,
President, The Studebaker Corporation

"I think in this annual competition you are bringing all of the reports up to a higher standard, which is something that is very much to be desired."

(Signed) F. J. Gavin,
President, Great Northern Railway Company

"You can take pride in your constructive activities to foster improvements in corporation annual reports through the medium of your annual survey awards."

(Signed) Duncan W. Fraser,
President, American Locomotive Company

"I think this project of yours in surveying annual reports provides an especially worthwhile service to industry."

(Signed) Cloud Wampler,
President, Carrier Corporation

"These competitions in annual reports are doing much to encourage improvement and modernization of corporation reports."

(Signed) Walter E. Poor,
President, Sylvania Electric Products, Inc.

"Your treatment of the matter, and attendant publicity, will create increased interest in this field of reporting, and I congratulate you and your publication on your efforts to effect improvement."

(Signed) P. H. McCance,
President, Duquesne Light Company

"While we very much appreciate the attention given to our report, we believe that you and your organization are to be congratulated for having stimulated a keener interest in annual reporting among corporations."

(Signed) E. L. Shea,
President, The North American Company

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"In our opinion *Financial World*, through its survey of annual reports, has done an exceptionally important job in promoting good stockholder public relations by encouraging industry to publish reports that really tell something. You have attacked a problem that needed solving. Keep up the good work."

(Signed) G. B. Wells,
President, American Optical Company

"I think that *Financial World* is rendering a very fine service to industry, and indirectly to stockholders, through its annual surveys of stockholder reports. It prompts all of us to strive for better reporting, and much of the progress that has been made is probably the result of your surveys in prior years."

(Signed) J. C. Merwin,
President, Chain Belt Company

"We are very much in favor of your efforts to improve the character of annual reports, and we shall continue to give this matter a great deal of our attention."

(Signed) H. H. Leonard,
President, American Machine & Foundry Company

"May we congratulate you on the origination of this annual report award idea. It is bound to be far reaching in its effect, and should do much to create competition among companies to make their reports more enlightening and interesting to both stockholder and employee."

(Signed) A. L. Freedlander,
President and General Manager, The Dayton Rubber Manufacturing Company

"I have noted the considerable percentage of reports examined show a desire on the part of management to keep their stockholders properly informed. This, of course, is as it should be and I wish to say that the *Financial World* has helped greatly to bring about this much needed improvement."

(Signed) Hance H. Cleveland,
President, San Diego Gas & Electric Company

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"These annual surveys of reports which you have been making is, in our opinion, an excellent idea, and should help materially to encourage the current trend toward modernizing and humanizing these statements."

(Signed) Harvey C. Fruehauf,
President, Fruehauf Trailer Company

3. To build the net paid circulation of *Financial World* and to expand its revenues from paid advertising.

Objective achieved: The following comparison of year-end circulation figures, and totals for advertising lineage for the two years cannot be attributed entirely to the effectiveness of the Annual Report Awards Dinner, but the public relations program had a part in the improvement shown:

TOTALS:	1944	1945	INCREASE
Net Paid Circulation (as of Dec. 31.)	30,046	40,251	+ 34%
Advertising Lineage (total for each year)	112,065	145,849	+ 31%

Chapter Eleven

INSTITUTE OF LIFE INSURANCE

INFLATION is a serious threat to life insurance companies; a decrease in the value of money automatically means a decrease in the value of insurance holdings, and the economic chaos that results from inflation threatens the stability of property held by the companies. At the same time, increased purchases of insurance during a time of product shortages and over-abundant money is a check on inflation.

These two economic facts were the basis for the public opinion drive of the Institute of Life Insurance during the war and immediately afterward. To check inflation was self-protection; to sell insurance was self-promotion. These combined activities performed an important public service in helping to stabilize the nation's economy during a dangerously unstable period.

Associating an organization with a common cause not only is good citizenship and a good means to develop goodwill, but can benefit the organization directly, as it has the Institute of Life Insurance.

The anti-inflation campaign of the Life Insurance Companies in America is a cooperative undertaking of some 160 companies—small, medium-sized and large—doing the bulk of the life insurance business in this country. Thus it can be described as truly representative of the whole life insurance business, both in its operations and in its objectives. The objectives of the campaign are as follows:

1. To promote a better public understanding of the part life insurance plays in the social and economic life of the nation, both in war and in peace.

2. To help check inflation:

- (a) By encouraging people to do voluntarily the things

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which will divert excess liquid funds into investments and savings, such as government bonds and life insurance.

(b) By encouraging public cooperation with such actions as the federal government may find necessary to take to retard inflation.

3. To accomplish this in a manner that reflects credit on the life insurance business.

From its inception the campaign has been completely institutional in nature, thus making it a 100 per cent public relations undertaking.

The campaign has been operating in a singularly crucial area of the common welfare. The lesson of history is that war breeds inflation. The records are equally clear as to the serious effects of inflation on the well-being of the individual citizen as well as the economic welfare of the nation as a whole. During the recent conflict, control of inflation was second to the winning of the war itself. Now that the war is over, it is generally recognized that beating inflation is currently the No. 1 problem of the nation.

Thus efforts to prevent inflationary rises in prices are of the utmost public interest and emphasize the importance of the life insurance companies' campaign.

Official government figures place the rise in the cost of living from the beginning of the war in 1939 to the present writing (mid-February 1946) at about one-third over prewar. During the first World War, on the other hand, prices rose 62 per cent from July, 1914 to the time of the Armistice in November, 1918.

This comparison clearly shows that the price rise in this war period to date has been little more than half that of World War I. This is a notable record, particularly in view of the fact that the forces making for inflation this time in history's first Trillion Dollar War were so immeasurably greater than in 1914-18.

But the most dangerous period is now, in the transition period. The whole country knows that, and history proves it

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as well. For example, prices rose twice as fast for a year and a half after the first World War as they did during the war itself. And that inflationary boom culminated in a severe depression. This makes the continuation of the life insurance companies' campaign of the utmost significance at this time and enhances its public relations value.

Obviously prevention of inflationary price rises can come only from a unified national effort. Thus the precise extent of the contribution of the life insurance business to the results can probably never be determined. But such precise determination is secondary to the over-all objectives. What counts is the fact that the campaign was launched when it was and continued without a letup with the primary purpose of contributing to the nation's efforts to achieve a stable economy, and thus aid the public welfare. And this contribution has been widely recognized—by the government, by the press and other information media, by "thought leaders" and by people at large.

It might be desirable to point out here another significant by-product of the anti-inflation campaign. The life insurance business has recognized the desirability and value of working together in the public interest on social responsibilities over and above the normal operations of its business. Here are some examples:

The life insurance companies are sponsoring a campaign, within the business itself as well as to the public, to persuade veterans to retain their National Service Life Insurance for their own sake as well as for the welfare of their families. Close co-operation is being maintained with the Veterans Administration in this campaign.

The Life Insurance Medical Research Fund has been established, and the business will provide it with a fund of more than \$3,500,000 over the next five years to be used for research on the diseases of the heart and arteries, responsible for more civilian deaths than any other single disease in recent years.

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The life insurance business has come out publicly for the broadening of the Social Security Act to groups not now covered.

It can be seen from this that the anti-inflation campaign has done an important job of public relations within the life insurance business itself. At the same time it has given business in general significant examples of results from conducting public relations programs in the field of the general welfare. Considering that this has been done by a business so large and influential as life insurance, and with 71,000,000 policyholders, it seems correct to state that the anti-inflation campaign of the life insurance business has made an important contribution to the progress of public relations as a whole.

The over-all strategy of the anti-inflation campaign of the life insurance business has been to act as a bridge between the policy-making powers and decisions of government and the field of voluntary individual cooperation. Without the latter, the whole effort to hold down the cost of living could not have succeeded.

The decision was to run an informational campaign to the people at large. This campaign has been telling in simple and straightforward language what the inflation danger is, why it exists and what every American can do as an individual to prevent it from happening here. It has not only been giving the people the facts but has had the added psychological advantage of making the action of the individual, in his own sphere, of national consequence.

The core of this campaign has been a series of public relations advertisements in the principal daily newspapers and in leading farm publications. The advertising campaign has been supplemented and supported by a broad program of collateral activities of a publicity and public relations nature.

From the very beginning this campaign has tied in with the official government program for economic stabilization. Thus

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close contact with government agencies has been maintained throughout.

Out of this liaison with government came the greatest single achievement of the life insurance companies' campaign. The government, of course, drafted a platform for economic stabilization which it urged the country to observe. One of the principal planks in this platform was individual thrift, for it was immediately realized that only through the medium of individual savings could the war-caused swollen purchasing stream be cut down and the bidding up of the prices of scarce merchandise be prevented.

The government thrift plank spelled out specific outlets for individual savings to increase its effectiveness. And life insurance was included as one of the three principal outlets, along with war bonds and savings accounts, thus making life insurance an integral part of the official recommendations of the government to every American.

This was "third party" endorsement of the highest degree. It gave official recognition to life insurance both as a primary anti-inflationary agent and as an essential element of a stable economy. And it had many collateral results of great value. For the official government program for economic stabilization appeared in all official literature on anti-inflation and was employed as well in the various campaigns and activities that stemmed from the nation's drive to beat inflation. There were the activities of the War Advertising Council, for example. And there was the magazine publishers' campaign through which leading magazines contributed a page a month to the prevention of inflation. At its height some 500 magazines with a combined circulation of 90,000,000 per issue participated.

The advertisements in the life insurance companies' campaign appear over the signature of the Life Insurance Companies in America and Their Agents. About 300 daily newspapers in 180 cities, with an aggregate circulation of 30,000,000 daily, carry these messages to the American people every other

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week. Similar advertisements are placed in four of the principal farm publications with a combined circulation of more than 5,000,000.

These advertising messages have naturally concentrated on the theme of individual thrift and the essential role it plays in the whole program of economic stabilization. The benefits of thrift are presented on the higher plane of the national welfare as well as on the level of personal advantage to the individual, thus giving it a twofold appeal. It is interesting to note that the savings of the people at large since Pearl Harbor have never been so great, both in dollar totals and in the percentage of the national income saved.

The presentation and format of these advertising messages have varied from time to time. But they have all dealt with the abstract economics of inflation in simple and understandable terms and they have been highly personalized as well. Illustrations of people have been used from the very beginning in personal experience form. The effectiveness of these messages has been enhanced by the very fact that they strike the reminiscent chord of average experience.

The collateral activities that have accompanied the advertising campaign have played an important role in winning public acceptance and recognition for the anti-inflation contribution of the life insurance business.

These collateral activities are diverse in nature and in execution, and they include the following:

1. Preparation and publication of the *Anti-Inflation Bulletin*, a service for editors, directed primarily to newspapers.
2. Initiating magazine stories and supplying information and ideas to special writers for magazines.
3. Contributing material to employee publications and trade papers.
4. A special cartoon service to newspapers, involving a free offering of mats for reprinting outstanding anti-inflation cartoons appearing in newspapers.

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ance Companies in America as the sponsoring organization. But the *Bulletin* has served a broader purpose than merely having its own material used. It has inspired editors and others to develop anti-inflation articles and statements of their own. Furthermore, the *Bulletin* has served to keep the inflation subject constantly before those in a position to guide public opinion. This last has proved of extreme importance, particularly during the times when public interest in the subject seemed to lag or, as during a good part of 1945, when official government opinion couldn't seem to decide whether deflation, rather than inflation, was the greatest danger facing the country. The *Bulletin* has consistently pointed out that inflation was the No. 1 threat.

The *Bulletin* has printed a wide variety of material to point up the inflation threat and what the individual could do about helping to prevent it. By far the greater part of this material has been original, including such things as studies on savings and their distribution among the various income groups, emphasis on the purchase and holding of war bonds, the presentation of the woman's role through statements by outstanding women leaders and polls of experts such as economists, agricultural authorities and leading industrialists. Those who participated in the polls included such figures as Alfred P. Sloan, Jr. of General Motors, Tom Girdler of Republic Steel, and Paul Hoffman of Studebaker.

The *Bulletin* also has printed signed individual statements by a number of nationally known people including Fred M. Vinson, now Secretary of the Treasury; Eric Johnston and Beardsley Ruml.

Another significant example of recognition for the *Bulletin* was its use by the Treasury, at the Treasury's own unsolicited request, as speakers' material in the Victory Loan Drive.

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RESULTS

The results of the campaign show that all the original objectives have been met. The entire cost of the campaign has been about \$1,250,000 a year. This provided twenty-one 1,000-line advertising messages in 300 daily newspapers in 180 cities with a combined circulation of more than 30,000,000, representing in excess of 600,000,000 newspaper messages. There were also more than 40,000,000 farm messages. In addition, the cost of the campaign included the extensive press and publicity program and all collateral activities.

Chapter Twelve

WAR-END TERMINATION PLAN OF GAS MASK DIVISION, JOHNSON AND JOHNSON

***B**ECAUSE it went further than any other known program, the fair-play employee-termination plan of Johnson and Johnson's Gas Mask Division attracted national attention. Although it was intended primarily as a gesture of thanks for good work and loyal support, it has reacted as a boost for the parent company's employee relations and for its reputation.*

J. Nelson Stuart, general manager of the Gas Mask Division, felt that since the employees had been recruited for jobs with no peacetime future, it was management's obligation to make certain that they all found suitable jobs when their war jobs ended. His program, which included paid advertising offering to other firms complete records and recommendations on all employees, succeeded in fulfilling the obligation. The favorable attention it received was a by-product and an aftermath, but well repaid the parent company for the expense and effort involved.

Complete fairness and a sense of obligation in dealing with employees have often proved to be a profitable policy. This termination plan is only an outstanding example.

OBJECTIVES

Johnson and Johnson, surgical goods manufacturer with headquarters at New Brunswick, New Jersey, established a Gas Mask Division in the Clearing Industrial District, Chicago, for the sole purpose of producing gas masks on a fixed-price contract basis.

Operations begun July 15, 1940, continued to August 15, 1945. There were 755 persons on the payroll at that time.

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The Gas Mask Division enjoyed complete autonomy. It originated and developed its own management and operating techniques—its own industrial relations policies.

In December, 1944, an announcement was made at a mass meeting, including the entire organization, that Johnson and Johnson management at New Brunswick had decided not to try to perpetuate the Gas Mask Division in the postwar period. The decision was announced to continue production of gas masks so long as required by the Chemical Warfare Service; and that upon the completion of contracts, or termination of contracts on V-J Day or at any other date designated by the Chemical Warfare Service, the Gas Mask Division organization would be liquidated.

Planning for Liquidation

Gas Mask Division management felt that its responsibilities to the entire organization required it to announce top management's decision to liquidate at some future and indeterminate date.

This step gave added emphasis to certain other obligations and the desirability of taking certain positive action:

1. Obviously, management faced the responsibility of discharging current contractual obligations on time, at the contracted price, with no diminution in quality standards.

2. It must remain in a position to accept any new contracts.

3. Recognizing that all Gas Mask Division employees were working at "blind alley" jobs, management felt a responsibility to the employee and to the community to provide a plan which would:

- (a) Supply adequate motivation to finish the job.

- (b) Make a contribution to the community at large, which would help the individual and the community during the transition period in which adjustments would have to be made from wartime to peacetime employment.

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Obligation to Employees and Community

Despite lack of experience, shortage of help, material shortages of all kinds, etc., the Gas Mask Division made an outstanding record due only to the "all-out" character of effort put forth by every employee. The record is better than indicated by the receipt of four Army-Navy "E" production awards.

The Gas Mask Division of Johnson and Johnson was a newly organized division, staffed completely with persons strangers to Johnson and Johnson, and strangers to each other. The other three gas mask plants in the country were departments in large, long-established plants operated by workers experienced in working with each other.

Notwithstanding the necessity of "starting from scratch," the Gas Mask Division of Johnson and Johnson, according to official Chemical Warfare Services, made an outstanding record, featured by:

1. Highest take-home pay to employees.
2. Lowest direct labor cost per finished assembly.
3. Lowest total cost to the government.

Because of this excellent record, management felt an obligation to give its support to the employees at the time when they would be out of a job, faced with the necessity of making an adjustment to a peacetime economy. It was the conviction of Gas Mask management that its employees wanted work and would welcome assistance in getting work, rather than drawing unemployment compensation. It was also recognized that the conditions under which individuals would have to adjust their affairs might be extremely severe, and that plans should be made to provide for the most extreme conditions. It was felt there was a need for a plan not only for its benefit to individuals, but if possible to ease a burden that communities might be called upon to handle if unemployment should be widespread when Gas Mask Division operations ceased.

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METHODS

Termination Pay

The total cost of this phase was \$96,000.

Because this operation was to be completely liquidated and the employee required to seek employment elsewhere, the designation "termination pay" was decided upon. "Severance pay," unlike "termination pay," is applied to situations wherein a continuing business finds it necessary to lay off permanently or temporarily a part of its work force. Termination pay was made available to all Gas Mask Division employees without regard to length of service. Two employees who were put on the payroll of the Gas Mask Division August 15, 1945, received the same termination pay given to other employees in their work grades. The reason for this is obvious. The only justification for hiring those two new employees was that vacancies had existed which required staffing in order to maintain the balanced production required by schedules. As of the date these two new employees were engaged, their services were just as important to the completion of contracts as any other employees in the organization. They came to work in good faith, having no more knowledge of probable date of termination than did management, and therefore were entitled to the same consideration as even the oldest employees because their adjustment from war-time employment to peacetime employment was the same as other employees'.

War Labor Board approval of the "termination pay plan" on December 12, 1944, was reported by business services, indicating that it was the first of its kind in the country.

Re-employment Program

It was the Gas Mask management's conviction that a sum of money given to employees at the time of liquidation of the Gas Mask Division would not in itself help the individual make the adjustment. The human frailty of "letting tomorrow take care of itself" would, it was felt, result in the employee going on a holiday and spending his, or her, "termination pay" check.

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The purpose of the re-employment program was not only to help the employee get a job, but to help him get a good job and to receive favorable consideration by eradicating or at least minimizing the stigma that was attached to many wartime organizations, featured in newspaper headlines because of strikes, reports of loafing, etc., which the public in too many cases was beginning to characterize as typical of war plants.

The re-employment program contemplated the use of paid newspaper advertising, press releases, a direct mail campaign, a telephone campaign, personalized letters and especially prepared individual work histories.

IMPLEMENTATION

1. On the morning of V-J Day, following notification of cancellation of all contracts, a mass meeting was held, at which the plan and rate of termination pay were announced.

2. The Chicago daily press was represented with 100 per cent coverage of news photographers and reporters. In addition, releases went out through the wire services to newspapers throughout the country.

3. A broadside which had been prepared several months in advance entitled, "Pick This One for Profit," was mailed to a list of 3,500 Chicago employers, Chicago national bank officers and directors and a general list throughout the country. The broadside included an insert which was prepared overnight, bringing up to date vital information regarding record of employees, emphasizing their low absentee record, low turnover and other facts showing that they, as a group, represented a value that would meet any criteria of peacetime judgment.

4. A system of handling telephone inquiries was set up, providing for the listing on separate cards of information obtained from inquiries of these prospective employers.

5. A 1,000-line advertisement was published in the Chicago newspapers. This advertisement received national attention and commendation.

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A VITAL MESSAGE TO ALL CHICAGO EMPLOYERS AND COMPANY EXECUTIVES CONCERNED WITH MAKING PROFITS!

Gas Mask Division, Johnson & Johnson, is releasing for your employment one of the most able and dependable groups of men and women workers in this community.

During the critical war production years, these men and women achieved an enviable record—earning 4 Army-Navy "B" awards for outstanding production efficiency.

Fact No. 1: TURNOVER IN PERSONNEL has remained at the amazingly low average of 3.61%.

Fact No. 2: ABSENTEEISM has likewise remained at a below average rate of 4.17%.

Fact No. 3: QUALITY STANDARDS have been kept at a remarkably high level, rejects having averaged 5.80%.

Fact No. 4: Their training in safety and carefulness has amounted to result in a remarkable safety record.

Fact No. 5: Because of the efficiency of the operation, the cost of the finished product has been the lowest of any gas mask manufacturer in the country. All of which adds up to a group of factors which, unquestionably efficient men and women who know how to work.

These men and women are the backbone of our regular production divisions.

They have proved, individually and collectively, that they are head and shoulders above the regular run of personnel—they're the "cream of the crop." They are ready to put the same level of enthusiasm and efficiency in work helping you fight the strenuous competitive battle ahead, that they put into the production battle against the Axis.

That's why they are important to company executives concerned with profits.

Don't Hire on Every Employee

A complete job record is available to prospective employers on every man and woman in whom you are interested. This makes certain that the greatest one of hiring. Right now—when it means most to you.

plant efficiency—you can know in advance the kind of worker you're getting.

Job Characteristics available include just about every type of ability from plant manager to maintenance worker, with several hundred men and women to choose from. Specifically, mechanical and electrical personnel in every phase of factory operation; welding, machine operators, assemblers, kick press operators, toolmen, inspectors, guards, conference help, messmen and bookkeepers, warehouse operators, team-holders, inspectors, personnel workers, and dozens of other wage and salary workers and executives.

We participate in the demand for these men and women will be great, because of their records, and because we are advertising their abilities in thousands of executives in the Middle West.

"If you want one of these 'pedigreed' employees, as headhunters, we suggest you get in touch right away with A. E. ROSSER, Director of Industrial Relations, for an appointment to see our employment men here and see people."

This same information can also be obtained by contacting any of these four United Branch Offices of the United States Employment Service:

362 North Michigan Ave. 1231 S. Ashland Ave.
Alton, Ill., Florence 3161 Alton, Ill., Florence 3161
6012 West Madison St. 751 East 42nd St.
Alton, Ill., Alton 1000 Alton, Ill., Alton 1000

GAS MASK DIVISION

Johnson & Johnson

5051 W. 54th Street CHICAGO 31, ILLINOIS
Telephone: RICHMOND 6377

ONE OF THE MOST FAMOUS LOCAL ADVERTISEMENTS OF RECENT YEARS, THIS ATTRACTED NATIONWIDE ATTENTION TO THE FAIRNESS OF MANAGEMENT.

6. A direct mail broadside described Gas Mask Division employees as "pedigreed" employees. In keeping with this theme, individual file folders were prepared for each employee. The folder included:

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(a) A job evolution sheet describing the job that an employee had worked on. If an employee had worked in more than one labor grade, there was a job evolution for each labor grade. If the employee was a salaried employee, a job evolution was prepared for each job the employee had held.

(b) A farewell letter signed by the General Manager.

(c) A summary of the various jobs the employee worked on, showing dates he started on each job.

(d) A properly filled-out series of forms with instructions on how to use them in the event the employee found it necessary to apply for unemployment compensation.

(e) Complete instructions on how to continue participation in the Blue Cross Plan for Hospital Care.

(f) A postcard to be returned to the Gas Mask Division when the employee found a new job.

(g) Instructions on how the employee should handle his part of an interview.

7. Each day, an employment bulletin summarizing information obtained from telephone calls from prospective employers was mailed out to all released employees so they could know what jobs were available. There were twenty-three such bulletins mailed out. They listed the name of the inquiring employers, address, telephone number, name of the person the job-applicant should call for, classification of jobs open, hours of work and rates of pay.

8. To each prospective employer inquiring about ex-Gas Mask employees, there was mailed a letter, personally signed by the General Manager, acknowledging the inquiry and including a copy of a notice of their listing included in the aforementioned bulletin.

9. Office and maintenance employees were released gradually. A letter was, therefore, sent to prospective employers, explaining why in some cases it was not possible to refer employees to

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those firms. At the same time, it was explained that as soon as they became available their openings would be referred to employees.

10. In the case of salaried employees, personal letters of introduction were addressed, the original given to the ex-Gas Mask employee to be used for introduction, a carbon copy mailed to the inquiring employer, rubber-stamped as follows:

"This copy of letter of introduction is for your records. It is also a confirmation of the appointment for (date) (time) ."

11. The re-employment plan came to the attention of the War Manpower Commission at Washington and through its Chicago offices the local resources of U.S.E.S. were made available to aid in the rapid re-employment of Gas Mask Division employees. This program included the presentation on a local radio program of an interview with the Gas Mask Division General Manager by the Chicago area director of the War Manpower Commission.

Public and press reaction as a result of the concept of the program and the steps actually taken to carry it out was extremely favorable. Not only was press comment very extensive and favorable, but it was the subject of much editorializing in the public and trade press.

Herb Graffis, columnist, *Chicago Times*, commented August 23, under the heading "News in an Advertisement."

Fellows have spoken to me about the ad Johnson & Johnson had in Tuesday's *Times*. They talked about that without recalling any news story in the paper that day and without even having the courtesy to perjure themselves politely and say I had a good column that day, too. I never embarrass such lovely people by asking what the column was about.

But that ad was really sensational conversion news. It was addressed to "all Chicago employers and company executives concerned with making profits." It recommended hiring John-

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son & Johnson employees the company had had to let go because it was getting out of the business of making gas masks; thank God.

The ad skipped all the coneroo about "soldiers of industry" and other pretty words. It told that the J. & J. gang had only a 4.37 per cent absenteeism rate, which is remarkable for a strictly wartime business. It told that the rejections of finished products, for all causes, were 0.04 per cent. The turnover in personnel was low at 5.61 per cent. A noteworthy record in safety, efficiency and economy was cited. The company made gas masks for less cost than any other company in that line because it had—the ad said—the best workers.

Employment case histories of these "pedigreed" employees were offered by the employer and through branches of the USES.

Now remember the ad was directed at bosses concerned with "making profits." No bull about that. I haven't seen an employer yet who is concerned primarily about anything else. No profits; no jobs, no salaries, no union dues, no unemployment or old age security payments. They all go together, after profits.

Well, how are you going to make profits? No use trying to kid ourselves; profits are made out of the labor of somebody else. I don't know whether Johnson & Johnson "pedigreed" employees realized that. I suppose they did.

But anyway, it was surprising how men of the employee and employer classes both commented enthusiastically about this ad being the right approach to quick re-employment during conversion. The employees' angle was that the ad gave a job-hunting hand to the worker who had done a good job instead of just letting the guy or the girl go with a farewell pay check. And the employer, when he saw a chance to get workers who made profits, stopped, looked and said to himself, "this is what I need with post-war cost competition going to be tough."

Advertising Age editorialized in the September 10 issue under the heading, "Too Rare an Example."

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RESULTS

The plan was successful. Its objectives were realized within less than thirty days:

Total number released	648
Number placed in new jobs or not interested in securing immediate employment	619
Unable to contact	23
Still looking for work	6

Persons employed at the level of supervisors or higher all obtained re-employment in positions of responsibility equal to or greater than those held in the Gas Mask Division, and at compensation equal to or greater than their base rates at the Gas Mask Division.

The total cost of advertising, promotion and professional fees was \$6,977.15.

Chapter Thirteen

LONG BEACH RETAILERS, ASSOCIATED

GETTING people to participate in a joint project is a good way to overcome frictions among them. This principle is applicable to conditions among employees in a firm, students in a school, or citizens in a community.

Long Beach suffered an aggravated case of war displacement, and the outbreaks of irritability that resulted threatened the welfare of the entire town. The Long Beach Retailers, Associated, representing an important group of local businessmen, attacked the problem by pulling as many of the inhabitants into a cooperative venture as they could.

Enthusiasm, hard work and good planning made the project catch on and achieved a large portion of the rejuvenation sought. Such campaigns are not cures for disorders—the Long Beach program did not eliminate the pressures of overcrowding, lack of manpower or shortage of merchandise—but they are helpful in making unavoidable dislocations less disrupting in their effects.

GENERAL SUMMARY

1. The campaign was not the result of any sudden, postwar after-thought. It was carefully planned long before VJ-Day and originally had been scheduled to break in mid-October of 1945 as a fitting “prelude” to the opening of the Christmas shopping season. However, with the Japanese surrender coming so suddenly, it was deemed advisable to launch the campaign sooner. This necessitated only slight revision in some of the copy and no changes in illustrations or general theme.

2. Although initiated by, paid for and conducted under the sponsorship of Long Beach Retailers, Associated, the campaign was city-wide in scope and participation.

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3. The Mayor of the City served as honorary chairman of the campaign "executive committee." The president of the Advertising and Sales Club was general chairman. The manager of the Chamber of Commerce served as secretary, and the manager of Long Beach Retailers, Associated, who originated the plan and wrote the copy, was campaign director.

4. Headed by the chairman of the local Committee on Economic Development, a "coordinating committee" of seventeen members enlisted the active cooperation and participation of practically all leading business, civic and fraternal groups through the city.

5. The following pertinent facts comprise the basis on which the campaign was formulated and are essential to a full understanding of its need and objectives:

(a) Long Beach's growth as a major seaport and industrial center has been comparatively recent and was greatly accelerated by the war.

(b) It experienced an unprecedented population gain, jumping from a census figure of 162,000 in 1940 to an estimated 300,000 in 1945.

(c) Overflowing with new residents, transients, servicemen and migrant workers, without adequate housing and transportation facilities, faced with serious shortages of merchandise and a lack of trained personnel in all lines of business, its "community complexion" underwent a drastic change—and not for the better.

(d) Blinded by the false prosperity and fast-moving tempo of war, both business and the general public were developing attitudes of arrogance, even open antagonism, which were certain to exact a costly toll in the postwar economy and future development of the city.

(e) Normally a residential and resort city, enjoying a lucrative tourist and convention business; home port to approximately 90,000 officers and enlisted personnel of Uncle Sam's peacetime navy; center of a trading area of

Long Beach Retailers, Associated

more than 600,000 people, Long Beach had reached a point where it had to analyze facts and face the future realistically.

(f) "Mental reconversion," not physical, was the first and logical step. Restoration of common courtesy on a city-wide level was the answer to this equation of confusion.

OBJECTIVES

1. *In general*, to develop a community consciousness of genuine friendliness, a city-wide reputation for hospitality and cordiality.

2. *Specifically*, to impress equally on management, employees and the general public the necessity, importance and mutual advantage of the exercise of common courtesy in all personal, public, business and social contacts.

METHODS

1. To capture public attention and arouse widespread general interest, such a campaign obviously required the use of mass media; but to obtain a maximum of individual participation and group cooperation, direct mail and numerous personal contacts were necessary.

2. The campaign was built around nine newspaper advertisements, ranging from a full page to four columns by sixteen inches. A combined total of 1851 column inches appeared in three papers, two dailies and one weekly shopping news. Space cost \$2,290.39.

3. Actual launching of the campaign was preceded by approximately 30 days of intensive "ground work" during which two meetings of the entire "coordinating committee" were held, followed by a series of smaller meetings with the sub-chairmen and heads of various participating organizations. The campaign was outlined in detail and full instructions for maximum co-operation were issued to each group.

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4. One week prior to publication of the opening advertisement on September 17, more than 3000 advance proofs thereof and a bulletin explaining the campaign were mailed to every retailer in the city, plus numerous wholesalers and other leading business firms of various types, including banks, theaters, transportation companies, parking lots, soliciting their full cooperation and inviting their active participation.

5. At the same time, a similar mailing was also sent to the heads of approximately six hundred civic, fraternal, professional and religious groups throughout the city, including the pastors of all churches, urging that they call the campaign to the attention of their members and that each organization formally adopt a suggested resolution pledging support of the campaign.

6. A completely coordinated publicity campaign was launched three days before publication of the first ad with a proclamation by the Mayor and passage of a supporting resolution by the City Council. Subsequent releases appeared regularly thereafter, all carefully planned in advance and perfectly timed to secure a maximum of public recognition for all major groups and organizations pledging their active participation. The first three advertisements contained a handy return coupon to be used for such purpose.

7. In support of the city-wide appeal and civic aspects of the campaign, overhead street decorations, featuring six-foot "Courtesy Now" banners, were installed throughout the metropolitan shopping area and in all outlying business districts during the period of the drive.

8. Suggestions for tie-in advertising were made to all major business firms and leading organizations. Mats, in various sizes, of the official insignia were furnished to all newspaper and large advertisers for use in all regular advertising as a "drop-in" to denote sponsorship of the campaign or in special ads devoted exclusively to some phase of specific participation therein.

9. Similar insignia and campaign "fillers" were also provided for use in house organs and bulletins published regularly by

Long Beach Retailers, Associated

various business firms, clubs and other organizations for distribution among customers, employees and members.

10. A total of 7,500 lapel badges was provided for general distribution. They were worn by all individual participants, including 5,000 retail employees, 365 cab drivers, 307 bus drivers, 420 members of the police department, and 500 newspaper carrier boys. Cost: \$25 per 1000. These badges had a marked psychological effect on each wearer, serving as a constant deterrent to discourteous tendencies.

11. Attractive campaign stickers to denote participation and suitable for use on auto windshields, store windows, office doors, cashier booths, elevators, counter and interior displays, etc., were provided all participants. A total of 16,500 were used. Cost: \$7 per thousand.

12. "Spot announcements" were broadcast without charge by two local radio stations during the campaign. Effective "interviews" about the drive were also arranged on sponsored broadcasts.

13. The cooperation of public and private schools was enlisted. English teachers had pupils write themes on "courtesy." This brought the subject directly into private homes and to the attention of parents. One local business college held a special assembly and distributed campaign stickers and badges to all of its students.

14. Although not made up for general distribution, pledge cards for signature by participating employees were suggested and the idea was used effectively by several firms. Some stores used small cards for individual signing, while others prepared large placards with space for the signature by several employees and posted them conspicuously in each department. The latter attracted considerable favorable comment from customers.

15. Use of a "secret shopper" to be on lookout for acts of unusual courtesy was also suggested and used by a few stores with considerable success. Prizes for the "Most Courteous Employee of the Week" were awarded by the store managements.

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16. An original budget of \$2,500 was set up for the campaign. Final expenditures totaled \$3,552.95.

17. No funds were solicited from any participating groups or firms, and no charge was made for any campaign material. All badges, stickers, etc. were mailed free immediately on request. With the exception of \$432 for street decorations financed by the City of Long Beach, the campaign was paid for out of the "promotion fund" of Long Beach Retailers, Associated, which is underwritten annually by approximately 490 corporate members and other closely affiliated business firms.

18. Feeling that the need for a "revival of courtesy" existed generally throughout the country and that many other cities might be interested in the results of the Long Beach experiment, a modest effort was also made to give some publicity to the campaign on a national scale. It was featured in special articles appearing in a number of leading trade journals, copies of the first ad were mailed to more than 400 retailers' groups, and it received prominent and favorable mention in numerous association bulletins and other publications. Use of any part or all of the campaign was offered to any interested city, group or organization.

RESULTS

1. From an overall standpoint, the campaign enjoyed instant response on the part of both customers and employees. Its success far exceeded the expectations of its most enthusiastic sponsors. Tangible evidence of its effectiveness is available on every hand. Courtesy has actually become a vital, living force throughout the city.

2. From the standpoint of the retail industry, as well as all other private business, a more productive, important, timely or popular public relations program was never launched in this community. More than 5,000 employees and 1,500 firms participated actively and enthusiastically.

3. From the standpoint of the city, no civic enterprise ever held greater potentialities for lasting benefits and widespread

Long Beach Retailers, Associated

favorable publicity. More than 100 organizations, with their combined memberships running into the thousands and representing people in all walks of life, formally endorsed the program.

4. From the standpoint of the general public, it was a "natural." Everyone was for it, recognized its needs and benefits immediately. More than 500 individuals "enlisted" in the campaign, taking the trouble to sign and return the "pledge" coupon which appeared in the first three ads.

5. From the standpoint of the adjacent trading area, it created widespread and favorable relations, renewing and cementing friendly inter-community relationships.

6. From a national standpoint, it was productive of valuable publicity and recognition which could not have been obtained in any other manner. It attracted written comments and inquiries from 52 cities located in 23 states, Canada and Hawaii.

The importance of making such a campaign city-wide in character cannot be overemphasized. From the inception of their plans, Long Beach retailers recognized that no such effort could be fully effective without general support and participation. They realized that courtesy within the stores was not enough. Too many other factors, over which retailing has no control, also affect the shopping habits of their customers. To mention only a few, surly policemen, grouchy bus drivers and insulting parking lot operators certainly are not conducive to increased customer traffic in any shopping area.

The Long Beach campaign has proved successful because: (1) It admitted with refreshing frankness something which everyone knew needed correcting (2) it offered no excuses and did not personalize any blame (3) it recognized and emphasized the responsibility of the customer, employee and management (4) it did not get too serious and utilized humorous cartoons which insured maximum reader attention (5) it was city-wide in scope and character and offered sound civic reasons for public support and cooperation (6) it was free from the

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fund-raising promotion which usually accompanies such efforts (7) it involved no complicated procedures and required only a minimum of time and effort for active participation and (8) it was carefully planned and well-timed. .

Chapter Fourteen

MILK INDUSTRY FOUNDATION

I*N industries composed of many small, local businesses, an objective for the benefit of all must be formulated on a nationwide basis and then organized to utilize the aid of the members in their communities. In this way, each member directly fosters his own values from the campaign, and the national program reaches the grass-roots level.*

Frequently it is difficult to acquire the cooperation of these local members; they have small operations and cannot readily see the advantages of adding to their staffs or assuming new responsibilities. The first problem of the national organization is to win the support of the members; second is the preparation of the material that the members will use.

The program of the Milk Industry Foundation is a good illustration of how both of these functions can be carried out effectively. It resulted in maintaining the every-other-day delivery schedule that had been established during the war.

OBJECTIVES

1. To build public understanding and confidence in the fluid milk industry's postwar plans which included the most radical changes in methods of operation in the history of the industry.
2. To make clear fundamental facts concerning the economics of milk distribution.
3. To lessen the danger of unwarranted and destructive action on the part of consumers, farmers, labor, and others directly concerned with milk distribution. To develop an industry consciousness of the need for improved public relations on all levels—local, state and national.

METHODS

These led to steps taken to obtain the program objectives. Revolutionary changes in milk distribution during the war,

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including the elimination of the traditional daily delivery and the inauguration of every-other-day delivery, made a postwar public relations program imperative.

V-J Day intensified the need for a program to serve the industry, local in character, at low cost, and based on new facts. These facts were:

A Milk-Industry-Foundation-sponsored poll of national consumer opinion made by a trained organization divulged . . . that consumers were generally favorable to every-other-day delivery . . . that consumers thought milk distributors made profits of from 3 to 9 cents a quart . . . that few consumers had ever heard of government subsidies which kept prices down . . . and other important facts.

Other surveys showed milk distribution costs. The Milk Industry Foundation sponsored a University of Indiana School of Business survey of milk distribution costs for 244 milk companies in 37 states and the District of Columbia disclosing an average profit of only 1.98 cents out of each dollar of sales or less than one-third of one cent on each quart of milk.

Another survey showed that return to daily delivery would alone add more than 1 cent a quart to vehicle and delivery wage costs.

Another survey showed that more than 90 per cent of milk distributors believed that it would be more efficient and more economical for the consumer if every-other-day delivery could be retained.

With data from the surveys and other impressive facts, the Milk Industry Foundation sought industry approval and support for its consumer information public relations program.

The first step was to secure the cooperation of the Board of Directors of the International Association of Milk Dealers representing the largest single number of companies in the country.

The next step was completing the plan. A practical program in the milk industry had to be built primarily around local

Milk Industry Foundation

markets. The industry carries no national advertising and there was no possibility of developing national advertising.

It was essential that the plan provide local milk distributors low-cost material to reach important groups such as consumers, producers, employees, women's organizations, etc.

Under a small budget it was obvious that outside agencies could not be used because of the cost, absence of agency commissions and lack of time. The program had to be built by the Milk Industry Foundation.

Many industry members also thought the Foundation should prepare the material because of its familiarity with the needs of milk companies. Thus the program and the greater part of the material were developed and written by a Milk Industry Foundation executive.

Legal angles had to be fully reviewed to prevent any conflict with federal or state laws or regulations. The Foundation submitted its material and plans to the Department of Justice, which issued a letter advising that on the basis of the facts disclosed there was no conflict with the provisions of the anti-trust laws which regulate cooperative activities of firms within an industry. This information was passed along to members with an outline pointing out the necessity of avoiding any possible technical difficulties with the laws.

But tests were necessary to inspire national cooperation. All phases of the program were tested on persons representing various branches of the industry to eliminate any impractical material.

Once approved by leaders of the industry, the plan material was quickly underway and in preparation, for widespread interest was being developed to make the program a practical and useful project for any milk distributor, whether a member of the Foundation or not.

To hasten action, visual presentation was needed. An outline of the program was developed in an easel presentation. This outline highlighted the milk distributor's dilemma and the

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need for immediate consumer public-relations information. It emphasized the industry's precarious economic position and the wide divergence between the public's belief and the facts. The easel presentation was used to present the facts before important industry committees representing state and local trade associations. Time did not permit nationwide use of this method, but leaders and group representatives were reached.

In addition to committees, individual executives had to be informed. The Milk Industry Foundation believed that the success of this program would depend on a simple method of reaching individual milk companies and their executives in local markets.

V-J Day, coming suddenly, eliminated many of the ideas originally considered for reaching individual executives and led to a concentrated "one-package" program to get action quickly.

The "one-package" program saved time and put the public relations material as quickly as possible before members in local markets. The "one-package" plan, *Your Public Relations Now*, was a comprehensive, 20-page book, printed in two colors with an 11 x 16-inch page size.

The book contained eight sections under the headings: economic background, survey results, advertising copy, news releases, radio spots, employee leaflets, producer material and consumer folders. It reported the results of the various national surveys which were the foundation of the program.

It quoted the U. S. Department of Agriculture as stating: "The single most important adjustment in the direction of lower distribution costs for milk that has taken place during the war is the general shift from daily to alternate-day delivery. Other wartime adjustments have been minor in comparison."

The book contained sample proofs of two series of advertisements available to milk companies, milk associations or other organizations in mat form. One of the series included 25 three-column advertisements in a cartoon treatment, each piece of copy headed "Right or Wrong." There were four drawings in

Milk Industry Foundation

each picture with a humorous angle. Question and answer captions ran underneath each picture. Sample:

QUESTION: Milk distributors make from three to eight cents profit on every quart of milk?

ANSWER: Wrong! A nationwide survey of America's fluid milk distributing industry shows an average profit of less than 1/3c a quart.

The other series consisted of ten three-column display advertisements, all illustrated with line drawings. This series contained concise but complete explanatory copy about every-other-day delivery, subsidies, profits, distribution, service, sanitation, and other subjects. An example of this series: the line drawing showed a housewife and her husband paying bills. The heading was "I Save on Milk with E-O-D." Copy included "Our milk bills are lower than any of the other food bills. I'm saving money with every-other-day delivery! . . . the milk is just as fresh as ever. I understand that if every-other-day delivery ends the cost of distribution will go up, etc."

Complete news and publicity material ready for use by local milk dealers and associations was included. Some of the headlines of this material will give an idea of the factual information made available: "Alternate-Day Delivery Means Lower Milk Costs," "Economist Urges Milk Delivery Savings," "Milk Consumers Favor E-O-D," "Milk Profits Low, Survey Shows," and many others.

Radio spot material covered points similar to those featured in the news and advertising. The spots all began: "One minute milk facts! . . . Telling you things about milk you didn't know until now!" Each spot then divulged new facts such as: "Did you know that Americans drink over fifty million quarts of milk a day? Did you know that milk delivered every-other-day is less expensive to distribute? Did you know that this means your milk costs less when delivered every-other-day? Every-other-day delivery means fresh milk and it is less bother. That is why everybody is saying, 'I like every-other-day delivery!'"

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Five leaflets were made available at prices ranging from \$10 a thousand to \$18 a thousand on these subjects: "Every-Other-Day Delivery Saves you Money," "Milk Distribution Costs," "Why Your Milk Costs Less," "What Consumers Think About Milk Distribution" and "Your Milk Dollar."

The "one-package" idea meant a great saving in mailings and other expense—necessary under a small budget—and expedited nationwide distribution of material.

The total cost of the program, including surveys by outside sources, was approximately \$27,000.

RESULTS

Was the plan effective? Results are the best answers.

Advertising mats and leaflets from the plan were used directly in more than 100 towns and cities. News releases, data and source material were used and are still being used in hundreds of other communities. Other results are indicated by the fact that the economical every-other-day delivery is now mandatory in many places through orders of milk control boards, and almost without exception U.S. milk deliveries are on an every-other-day basis.

Milk Industry Foundation public relations material is continuing to be used to supply consumers, dairy farmers, labor and other groups with information. This is additional evidence of effectiveness and attainment of the original objectives.

Chapter Fifteen

MINNESOTA AND ONTARIO PAPER CO. AND ONTARIO-MINNESOTA PULP & PAPER CO.

by The Fadell Company

MANUFACTURING plants which operate in small communities often find relations with the community the most important phase of their public relations. The plant is a major user of water, power, garbage disposal, police protection, streets; a large taxpayer and an important source of income. Being such a dominating influence, it can become in the public's mind an awesome and ruthless power, or a big friend and benefactor. Which it becomes can be determined by the management.

These twin paper companies, operating on opposite sides of the Canadian border, have recognized the importance to them of friendly relations with their communities. They have made themselves active spirits for good in the towns.

The benefits of such a policy are both immediate and long-term. The companies become known as desirable places to work, thereby attracting the best selection of employees. They are certain to get favorable consideration in all matters of local taxation, special assessments or litigation. When the people of the town are friendly to a corporation, the town's administration is very likely to be friendly. In modern society, with its complex interdependencies, it is better for a firm to be a friendly helping hand among the people than a cold and aloof symbol of wealth behind a fence.

OBJECTIVES

Minnesota and Ontario Paper Company, with paper and Insulite mills at International Falls, Minnesota, and its Canadian division, The Ontario-Minnesota Pulp and Paper Com-

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pany, Limited, with paper mills at Fort Frances and Kenora, Ontario, face community relationship problems common to those of large firms operating in localities where industrial employment is of a limited nature.

At International Falls and Fort Frances, the mills are the principal source of employment for thousands of men and women. This same situation is true in a somewhat lesser degree at Kenora, although here considerable employment is offered by shops of the Canadian Pacific Railroad.

In addition to the mill operations, the companies give employment to thousands of men in a variety of woods activities.

Since each of the towns is located in sparsely settled country, the companies are frequently targets of groups or individuals who attack management for both personal and civic reasons.

Not content to be lulled into a sense of security because of good production and reasonably contented employees, the company in 1945 sponsored a well-rounded program of management and community projects to bolster its general standing in the various communities.

Because two of the mills are in Canada—one at Fort Frances just across the Rainy River boundary from International Falls, Minnesota, and another at Kenora—the program in some phases actually was one of international relations.

In addition to the projects calculated to improve community relationships, Minnesota and Ontario Paper Company, on the American side of the border, had additional objectives in its program.

First, the company underwent important management and department head changes and in the immediate aftermath began a comprehensive program of expansion which meant more jobs and increased the importance of a constant supply of pulpwood to keep operations at high level.

To some degree, the same problems were faced on the Canadian side, since management there, too, was affected by changes

Minnesota and Ontario Paper Company

and the modernization program, although labor as such and the supply of pulpwood posed radically different situations.

METHODS

The comprehensive public relations program ordered by the two companies and carried out by The Fadell Company in the United States and Canada during 1945 were of a wide and varied nature.

Principal among the many projects were:

1. A company-sponsored essay contest for students at Kenora high school.
2. A company-sponsored essay contest for students at Fort Frances high school.
3. A forestry school scholarship at the University of Toronto for Kenora.
4. A forestry school scholarship at the University of Toronto for Fort Frances.
5. A series of stories in the *Kenora Miner & News* (published twice weekly) together with pictures of employees with twenty years service with the company.
6. A series of stories in the *Fort Frances Times* (published once each week) together with pictures of employees with twenty years service with the company.
7. Assistance to civic and company officials in Canadian Victory Bond campaigns.
8. A company-sponsored project for two scholarships at the University of Minnesota for high school students of Koochiching county (home of operations for M & O).
9. A company-sponsored campaign to encourage cutting of pulpwood for sale to the International Falls mills.
10. Institutional advertising in Northern Minnesota newspapers on a scale never before attempted.
11. Assistance to Kenora in staging its first annual Snow Karnival.

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12. Assistance to the town of International Falls in staging the first annual International Forest Festival.

13. Preparation and placing of news stories and pictures relating to company and personnel activities throughout the United States and Canada.

Each of these projects was an integral part of a successful program. Following is a discussion in somewhat detailed form of how the projects were set up and carried out:

KENORA-FORT FRANCES ESSAY CONTESTS

After company agreement to sponsor the two essay contests, which for the sake of brevity will be treated as one, school heads in both towns were interviewed to determine rules, awards and similar matters.

Fadell Company representatives made periodic visits to the two towns, preparing stories for local publication and for presentation over radio stations in each locality. Well-known, respected citizens were named contest judges, and pictures of various personalities were used frequently. Stories emphasized the wide selection of essay topics and urged students to choose the one of their liking. Subjects pertained to why their community was a good place in which to live, opportunities in their communities for returning servicemen, etc.

Both contests were conducted over a period of several months, with almost 100 per cent participation on the part of the students.

Interest throughout the contest was maintained with a constant flow of stories and announcements. The latter included a banquet for the winning students, their parents, the teachers and judges, and company and civic officials.

Trips to Minneapolis and Duluth, Minnesota, were the awards for first and second place winners. A representative list of other prizes included attractive outdoor clothing and pen and pencil sets of a well-known manufacturer.

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Since the Kenora group would pass through Fort Frances enroute to Minnesota, a dinner was held in that town first. Special attention was given to dinner details. Speeches were kept short and the program was broadcast over CJRL, the local station.

In the charge of Fadell Company chaperons, the winners left the following morning for Fort Frances, some 140 miles distant, where a similar program was staged that evening for the same type of gathering. Proceedings there were broadcast over Station CKFI of Fort Frances.

The students, four of them going to Minneapolis and four to Duluth, left the following morning for their two-day stay in the states, during which they participated in a busy schedule of events which included introductions to state and civic officials and many entertainment and educational activities. Personal attention was given them right up to the time they returned home. Later, each of the eight was presented with a set of photographs taken at various times during their trip.

Contest results were construed as entirely favorable to the company. The goal had been to win better understanding between the company and communities in which it operates. This, without doubt, was achieved in a measure that was completely decisive. Letters and favorable comment on the project were both many and genuine in nature.

KENORA-FORT FRANCES FORESTRY SCHOLARSHIPS

The company has for many years been active in Canadian conservation matters and its current development program in Northwestern Ontario calls for even greater participation.

It made another strong bid to improve relationships with its communities when it accepted a suggestion to sponsor forestry scholarships at the University of Toronto.

Under the plan agreed upon, there was to be one scholarship set up in each town. Stories were used in both newspapers and on radio programs to publicize these grants.

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The scholarship has been awarded at Kenora, with the successful Fort Frances candidate still to be named.

KENORA-FORT FRANCES OLD TIMER SERIES

The Ontario-Minnesota Pulp & Paper Company is proud of the number of men who have been employed by it for a period of years. A Fadell Company suggested program to honor such "old timers" was agreed upon, and stories with pictures of these individuals were published weekly (Fort Frances) and twice weekly (Kenora) until the list of those eligible had been completely covered.

The series caught on instantly. Each story sought to tell something of the employee, his work at the plant, his hobbies, his likes, and any other material that presented itself during the course of the interview by a member of the Fadell staff.

CANADIAN WAR BOND CAMPAIGNS

Local leaders in the Canadian war bond campaign called upon Fadell Company representatives, through the O & M, to extend help in pepping up the drive for funds.

This was done by submitting radio "plugs" and giving aid in preparation of newspaper ads.

Like other organizations, the company felt recognition was in order when it received awards indicating its employees had exceeded their goal. At Fort Frances, a program was arranged in which company officials and civic leaders participated. A Fadell Company staff member aided in setting up the Kenora program also, later arranging the news for publication in the local newspaper.

KOOCHICHING COUNTY SCHOLARSHIPS AT UNIVERSITY OF MINNESOTA

On a basis somewhat similar to the University of Toronto bursary, the M & O accepted a suggestion to offer two scholar-

Minnesota and Ontario Paper Company

ships to the University of Minnesota to Koochiching county high school graduates.

The project was started in the spring, with news stories presenting facts on the scholarships. Two candidates and two alternates were named in September. The winners, a young man and woman, were interviewed on several occasions and stories and pictures or mats submitted to Northern Minnesota and metropolitan newspapers.

The students were given whatever preliminary attention necessary during registration period, and told to feel free to bring any problems to the Fadell staff man assigned to this project. Good marks during the fall months and their return home for Christmas holidays were emphasized in follow-up stories for their home communities.

These scholarships again identified the company as definitely interested in the welfare of its community as well as the young people of today who will be the men and women of the future.

PULPWOOD CAMPAIGN

It is important that a supply of pulpwood be constantly available in the company yards if production is to be maintained at a high level.

Moving to assure this situation for 1946, M & O sponsored a campaign to achieve this goal. The campaign included an advertising campaign for Northern Minnesota newspapers; news stories both for this area and for the entire state and use of the border Radio Station CKFI.

Meetings were conducted at numerous county and local fairs, during August and September. With completion of the fair schedule, Fadell staff members, working with company people, arranged a series of pulpwood rallies in key towns of the area designated.

Each meeting stressed the fact that pulpwood is a crop and as such provides steady income for farmers of the region just as cream and milk checks do for farmers of Southern Minne-

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sota. A company speaker at each meeting told of various phases of the expansion and modernization program. Music (sometimes for dancing) was presented at each gathering by a band organized for the occasion and in costume. Movies, educational and entertaining, were shown and coffee and doughnuts served. A war bond was given away at each rally.

With its pulpwood campaign, the company sought to assure its mills a steady supply of pulpwood of whatever species needed. Just how much raw material was contracted for as a result of the campaign cannot be known, but the meetings did bring company people closer to the people who produce the pulpwood, and yards at International Falls are well stocked with the vital wood.

INSTITUTIONAL ADVERTISING

With the changes in management and postwar plans for a huge expansion and modernization program, the company agreed to a program of institutional advertising for Northern Minnesota newspapers to keep the people better informed.

The series began with a statement to the people of the area by the new president. Then followed other ads which emphasized various phases of the program and their ultimate meaning to residents of this portion of Minnesota.

The series of institutional ads was the most intensive ever embarked upon by the company in Northern Minnesota, and brought favorable comment from every section in which it appeared.

INTERNATIONAL FOREST FESTIVAL

In the fall of 1945, certain civic leaders at International Falls decided to stage a festival which would give emphasis to the forests from which so many of its citizens obtain their living. This initiative on the part of the community, the first in years, was indicative of the good community relations in process of achievement.

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M & O officials, in full accord with the plans, donated services of The Fadell Company to aid with preparations. There followed a series of meetings of interested persons with Fadell staff representatives on hand to offer suggestions or to answer problems of organization.

What had been intended as a purely local celebration of moderate scope soon developed international aspects. Press releases were sent to newspapers and radio stations throughout the state, to trade magazines and similar Canadian media.

An attractive stage show with a popular midwest newspaper columnist and radio commentator and an amateur boxing card featuring several Northwest Golden Gloves champions were soon added to the program.

Labor, civic and professional groups and the schools gave full cooperation. A contest was set up to select a Forest Queen and a full two-day program, including a torchlight parade with the most attractive array of floats ever assembled in the area, was arranged. Fort Frances gave its full support to the event.

The two-day festival attracted thousands of visitors from both sides of the border. Newspapers from Minneapolis, St. Paul and Duluth in Minnesota; and Winnipeg and Toronto, Canada, sent newsmen and photographers. The event was widely publicized not only in Minnesota and Ontario, but in several national trade magazines. Pictures were carried by newspapers in distant parts of the country.

Again it was a public relations achievement since Minnesota and Ontario Paper Company gained new good will through its willingness to help, and the city of International Falls a new spirit of cooperation among its citizens.

KENORA SNOW KARNIVAL

Early in 1945, enterprising Kenora, Ontario, residents decided to stage a carnival. Again, through agreement with O-M officials, members of The Fadell Company staff were called upon to help set up the program.

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Arranged were competitive speed skating events, an indoor ice show, a contest to name a Snow Queen and a long list of stunts. Fadell representatives worked with the dozen or so special writers who came from widely scattered points throughout Canada and the United States, with the result that Kenora gained highly favorable publicity for its tourist industry.

Some weeks after the carnival, a Fadell staff member accompanied the Kenora Queen and her chaperon to Chicago, arranging all details and providing introduction to Chicago officials and to large crowds at the International Sportsmen's show held there.

MISCELLANEOUS NEWS STORIES

New personnel appointments and the extensive plans for modernization and expansion of operations afforded a fertile field for news stories. As they developed, they were distributed to newspapers, radio stations and trade magazines according to interest.

The company, during 1945, also received many ex-service-men back into its employment. Some of these had stories of unusual merit and these were prepared and placed with newspapers according to merit.

Total budget for the year's program, which included minor projects in addition to those detailed here, approximated \$35,000, fees included. Actual cost was about \$33,000.

Chapter Sixteen

NATIONAL ASSOCIATION OF BROADCASTERS' "RADIO WEEK"

***M**AKING a heralded event of something that shows an organization in a good light is a familiar technique. During the war there were hundreds of celebrations and miles of publicity on presentations of Army-Navy "E" awards for excellence in production. Newspapers which win national prizes for typography, editorial courage, or good cooking columns blazon their accomplishments before the public.*

The radio broadcasting industry, in cooperation with the radio set manufacturers, found in the twenty-fifth anniversary of commercial radio such an opportunity. Taking advantage of the fact that the date coincided with a victory which had been expedited by radio, the industry blew loud and clear notes on its trumpets. The campaign it conducted to make the people aware of radio's rapid rise and many achievements was an unusually good example of extensive planning, made effective by imaginative follow-through and the intelligent efforts of many cooperating minds.

The National Association of Broadcasters is the trade association of the broadcasting industry, with headquarters at Washington, D. C.

"National Radio Week" (November 4-10, 1945) was a public relations activity in which an outstanding medium of public information employed the theme of its twenty-fifth anniversary year to inspire a more vigorous war effort during the months of 1945 preceding victory; then, after victory, still in the same year of 1945, converted the anniversary theme into a nationwide demonstration of maturity and promise in the broadcasting art.

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The year-long observance, projected in that manner because of the war, proceeded under the slogan, "Radio's Twenty-Fifth Anniversary—Pledged to Victory!" This was a private observance, designed to appeal to the broadcasters themselves and inspire them to increase their efforts toward total victory over our enemies.

The industry's twenty-fifth birthday year, completion of a quarter century of operation in the public interest, presented a challenge to the virility and imagination of an industry that was still young in years but phenomenally old in accomplishments and public acceptance.

J. Harold Ryan, President of the National Association of Broadcasters, keyed the observance with the following statement:

"We are not celebrating our anniversary, we are observing it in the midst of a tragic world conflict."

He concluded with an appeal to the broadcasters to redouble their war efforts in the pride of their achievements.

Printed material emanating from NAB headquarters bore the symbol of a microphone and a banner which displayed the following: "1920-1945" and the Roman numerals "XXV," the "V" being enlarged in perspective so that its purpose as a "V for Victory" was evident.

A musical signature was prepared, giving interpretation to the entire figure "XXV" in the Continental Code, with the celebrated "V," dot, dot, dot, dash, predominant as the ending. This arrangement was printed for the musical directors of all stations and networks. In addition, Broadcast Music, Inc., employed musicians and made transcriptions of the signature, which were distributed free to all stations.

Special Twenty-Fifth Anniversary Bulletins were distributed to the entire station and network list, as well as mailings of special material.

Statements of industry leaders were added to that of the president of NAB in soliciting support of the anniversary observance.

Nat'l Ass'n of Broadcasters' "Radio Week"

Early in the year the radio's industry's "internal" campaign, to boost wartime morale on the basis of an anniversary observance, came to the attention of civic and public service organizations around the country. Industry speakers were invited to appear at public gatherings to recite the broadcasters' victory theme. Kiwanis, International, having become interested in what the broadcasters were doing, proposed to NAB a "Kiwanis Radio Week," in which local Kiwanis clubs throughout the United States and Canada would pay tribute to radio's war service and operation in the public interest. Kiwanis Radio Week was held May 13-19, and local stations and the four major networks were presented citations, of which the following station citation is a sample:

" . . . in grateful recognition of the contribution which this station and the radio industry have made to the prosecution of the war effort, to keeping the channels of information free and unprejudiced, to the prompt, accurate and continuous communication of news, and to the development of high standards of public service, entertainment, education and music appreciation."

Next, the United States Junior Chamber of Commerce, observing its own silver anniversary in 1945, approached the National Association of Broadcasters with a proposal for Jaycee Radio Week, August 26-September 1, on the vital theme, "Freedom of Speech." Adopting as a slogan President Truman's famous declaration that radio "must be maintained as free as the press," the Jaycees in approximately 1,500 communities observed Jaycee Radio Week with luncheons, banquets, promotion campaigns and numerous radio appearances prepared in cooperation with the broadcasters. Again radio received the tributes of a great cross-section of the American public in terms of its guardianship of free speech. The week was highlighted by the speech of Byron Price, retiring Director of the Office of Censorship, over the Mutual Broadcasting System, in which he gave strong testimony to the integrity and patriotism of the

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broadcasting industry, along with the press, in their flawless observance of voluntary censorship throughout the war.

By this time Japan had surrendered and radio's tremendous coverage of closing events had subsided. The Public Relations Committee of NAB, having postponed any public *celebration* of radio's twenty-fifth anniversary until the close of the war, now turned attention to the few remaining months of 1945, with the time element a most disturbing factor.

The Radio Manufacturers Association previously had approached NAB with the idea of National Radio Week, which had been germinating in both groups. Informal discussions had been held and one meeting of RMA Advertising Committee members with the NAB Public Relations Committee. Early in September a quick poll was taken and both Committees voted to proceed with National Radio Week, November 4-10.

It was agreed that an exposition of twenty-five years of radio in America must be based on progress in both branches of the art, sending and receiving, program production and program reception, the broadcaster, and the maker of receiving sets. Radio equipment and set manufacturers and dealers had a story to tell as well as the broadcasters, so they decided to tell it together—but quickly—in defiance of the time factor.

RMA speeded its plan to present the broadcasting industry with a statue symbolic of the part broadcasting plays in the American way of life, specifically, "in recognition of a quarter century of public service by the broadcasters and for their contribution to world peace and harmony." Silvered plaques, replicas of the statue, were prepared for presentation to the more than nine hundred broadcasting stations and networks, the ceremonies to be arranged by groups of local dealers and manufacturers or by local civic organizations.

The RMA Advertising Committee, working with its public relations organization and the Public Relations Committee of NAB, then proceeded to build a comprehensive program for manufacturers, dealers and broadcasters from coast to coast. A

Nat'l Ass'n of Broadcasters' "Radio Week"

booklet was written and printed in record time, explaining the purpose of the event and outlining twelve types of dealer promotion and fifteen types of radio station promotion. Form letters and bulletins from NAB were correlated with RMA material. All this effort was purely generative, since success of the week depended on the extent to which local broadcasters and dealers caught the torch and carried it in their own communities.

The four major networks were recognized as the most important single strategic factor in the whole setup. Networks were capable of delivering nation-wide impact. Without the complete support of the networks, all four of them, National Radio Week would lack the unified punch so typical of the American system of broadcasting. It is a great credit and certainly a tribute to the network management and spirit that in a single network meeting in New York to which the four networks sent twenty-one representatives of all departments, plans were laid which resulted in a comprehensive schedule of programs for Radio Week, without further conference.

All divisions of NAB and RMA worked in perfect harmony, and with much overtime, during the feverish weeks preceding November 4. Numerous promotion "plugs" were heard and considerable publicity appeared toward the last of October and in the first days of November. Then, on Sunday, November 4, with "every man at his post," the week began, and during the next seven days rolled up perhaps the greatest record of publicity—emphatic, dignified, restrained publicity—and public events, in the history of American industry celebrations.

Highlights of the week are legion, but among them stand out Columbia Broadcasting System's "Trans-Atlantic Call" of November 4; the personal appearance on NBC's "Army Hour" of Justin Miller, NAB President; the American Broadcasting Company's "The First Twenty-Five" and the presentation of the RMA statue to the radio industry by R. C. Cosgrove, RMA

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President, in a feature broadcast by the Mutual Broadcasting System.

The President of the United States opened the new Senate Radio Gallery and attended a reception of the Radio Correspondents Association on the afternoon of November 7. He further expressed himself in a letter to Justin Miller, referring to the fact that "broadcasting has achieved a notable place in the lives of our people."

Local station reports of activities were sought by NAB and the response indicated a phenomenal breadth of activity in communities everywhere. The "press book" of National Radio Week is considered by many to be the largest ever assembled in connection with an event of this character. It demonstrates, through the infallible barometer of America's newspapers and magazines, broadcasting's amazing hold on the public interest and imagination.

National press releases, built around National Radio Week, were used in newspapers ranging in size from the *Chicago Tribune*, *New York Times* and *New York Herald-Tribune* to small dailies and weeklies. Stories were carried by the Associated Press, serving 1,400 papers, and the United Press, reaching nine hundred papers, International News Service, to four hundred papers, and other wire and feature services including Science Service and the *Christian Science Monitor*.

Feature articles appeared in daily and Sunday newspapers, and rotogravure sections. National Radio Week releases provided material for columnists and syndicates and were the basis of more than one hundred editorials. Complete editorials, for instance, were carried by papers in such cities as Memphis, Springfield (Ohio), Pittsburgh, Atlanta, Toronto, Philadelphia, Cleveland, Boston, Des Moines, Dayton, Chicago, Lincoln, and many others.

Both AP and UP carried Radio Week feature stories and many individual events were carried on sectional wires. The AP, for instance, carried news of Governor Dewey's Radio Week

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proclamation on its New York state wires. The United Press, the first press association to serve radio stations with news reports, documented that fact in a feature which included the comment that UP now serves seven hundred stations. Syndicated radio columns carried Radio Week news. Feature stories extended from a two-part feature in the *Christian Science Monitor* and another story in the same paper's magazine section to features in *Business Week*, *Look*, *Variety*, *Billboard* and numerous others.

As a result of the suggestion made in National Radio Week promotional material, mayors in St. Louis, Albany, San Antonio, and California and Pennsylvania cities, and the governors of several states, including New York, Connecticut and Arizona, made Radio Week proclamations.

Kiwanis, Rotary and other service clubs, Boy and Girl Scouts, radio councils, advertising clubs and other civic organizations held local meetings devoted to National Radio Week and the industry's twenty-fifth Anniversary. In New York, Mayor LaGuardia spoke at a Radio Week testimonial luncheon sponsored voluntarily by representatives of 100 public service organizations, including the American Red Cross, National Foundation for Infantile Paralysis, National Safety Council, National Council of Young Men's Christian Associations and others. Women's organizations, too, were active. The Women's Institute of St. Paul and the Rochester Foundation of Women's Clubs provide two examples of such groups which held special Radio Week meetings.

Salutes to NAB were received from around the world, coming from England, France, Denmark, Australia, South Africa, China, Norway, Canada, Greece and Holland. In them were found poignant recognition of the role of American radio in liberating the world from deceit and slavery.

Trade paper support of National Radio Week enlisted such publications as *Broadcasting*, *Radio Daily* and others of the radio trade press, plus *Advertising Age*, *Tide*, *Advertising and*

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Selling and Printers' Ink in the advertising field, and *Billboard*, *Cue*, *Variety*, *Hollywood Daily Reporter*, *Musical America*, *Women's Wear* and *Retailing*.

The National Retail Dry Goods Association backed Radio Week with special bulletins to store publicity directors carrying suggestions for local tie-ins. The American Retail Federation also sent bulletins which reached thousands of members suggesting congratulatory advertisements and window displays.

And what did radio do for itself? A cross-section survey of the industry, based on reports furnished NAB, reveals that local stations produced approximately 5,000 local programs, from five minutes to thirty minutes in length, an average of five per station, during National Radio Week. They broadcast approximately 7,000 announcements, a little better than six per station.

The above figures do not take into account the network programs. The four major networks originated approximately twenty-five programs each, for a total of one hundred nationwide network shows during the week, most of them of fifteen minutes' or thirty minutes' duration.

The efforts of NAB and RMA, as trade associations, on behalf of National Radio Week were generative. They were designed to persuade others to do things for themselves, while at the same time they did account for a great deal of publicity and promotion.

There was no special appropriation for National Radio Week, or the observance of Radio's Twenty-Fifth Anniversary, in NAB's 1945 Public Relations budget. A series totaling twenty-three *Special Twenty-Fifth Anniversary Bulletins* were sent out with *NAB Reports*, the weekly printed release to the broadcasting industry. A number of letters were mimeographed during the year, as well as a considerable quantity of releases. Each station was furnished with some wall posters and a small quantity of gummed labels from NAB. The Public Relations

Nat'l Ass'n of Broadcasters' "Radio Week"

Committee did all its planning for radio's Twenty-Fifth Anniversary observance and National Radio Week at regularly scheduled meetings provided for in the Association's annual over-all budget. The NAB Director of Public Relations and the Chief of the NAB News Bureau turned out all NAB material as part of their regular services. An estimate of the proportion of annual, ordinary expense which might be allocated to the promotion of Radio's Twenty-Fifth Anniversary and National Radio Week could not exceed \$10,000.

RMA reports a special appropriation of \$3,500 to cover the cost of the statue, station plaques and other expenses coincident with the week's activities, including dealer mailing preparations. Ten members of RMA contributed another \$3,500 to defray printing and mailing costs. Expenses of preparing and mailing press releases, photographs and similar material were absorbed in the regular RMA budget for public relations and amounted to slightly more than \$3,000.

This total of approximately \$10,000 reported by RMA includes all mechanical and postage costs and traveling expenses. NAB and RMA combined expense, estimated at approximately \$20,000, is the total cost to these organizations of the promotion of Radio's Twenty-Fifth Anniversary during 1945, climaxed by National Radio Week, November 4-10.

RESULTS

1. It provided an inspirational theme for the broadcasters during the closing months of the war.
2. It provided a vehicle for the demonstration of radio's part in winning the war.
3. It established the brilliant panorama of a free American radio upon our national scene.
4. It demonstrated radio's amazing hold on public interest and imagination, giving the industry and the public a new concept of radio's maturity, responsibility and promise.

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5. It won the attention and praise of important people in public and private life, and the recognition of foreign governments.

6. It taught the industry for the first time how to talk about itself in emphatic though acceptable terms, through the avenue of proper programs.

7. It cemented the relationship of broadcasters, set and equipment manufacturers and dealers, whose harmony is important to the public interest in this electronic age.

Chapter Seventeen

NATIONAL ASSOCIATION OF ICE INDUSTRIES

***P**ERHAPS no "misconception" is more difficult to overcome than the belief that a product or an industry is obsolete. For years, the public considered the phonograph as out-of-date as the horse and buggy; it required major technological improvements and a careful campaign of public re-education to bring it back far stronger than ever. The same was true of the bicycle; it was not until people forgot about them as competitors to the automobile and adopted them for pleasure and exercise that bikes once more crowded the streets and highways.*

The success of the electric refrigerator has had a depressing effect upon the ice industry, not only as competition but because it led people to believe that refrigeration by ice was obsolete. Then the war complicated the ice industry's problems, putting it into a position where it was difficult to demonstrate its ability to fulfil a need.

The program of public relations adopted by the industry was well planned to meet this serious situation, and has been unusually effective. It has pointed out to many people that the ice industry has an important place in a highly mechanized civilization.

The 1945 public relations program of the National Association of Ice Industries comprised only seven months of active campaigning, having been conceived, executed and consummated within the period June 1—December 31. This is an indication of the urgency of the program objectives.

OBJECTIVES

Of necessity and in each case, the objectives were tied to specific industry problems that demanded immediate solutions.

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1. The ice industry's curve of production and distribution was at its all-time peak—546,000,000 pounds of ice a day, nearly one-half more than the high of 1941—every pound it could possibly produce and distribute with the available manpower. Yet even that tremendous quantity could not meet all the vital war needs and civilian requirements as well. War needs came first and the iceman's public—his whole public—shippers, wholesalers, retailers and consumers—could not get enough ice and demanded an explanation which, unless satisfactorily provided, could constitute a real threat to the very existence of his business through public condemnation and customer dissatisfaction.

The program objective was, therefore, an open and frank public presentation of the problem, backed by the belief that an informed public would be a considerate public.

From that generic program objective blossomed all the others that follow.

2. The Ice Industry's public relations program is generated by a special fund of ice company subscriptions, based on a percentum-per-ton-per-year of production. The 1945 public relations funds available, due to the industry's war-prolonged interlude of inactivity as a national good-will campaigner, were no match for the essential 1945 public relations program which, to be realistic, must also provide a prelude for continuing and expanded activities in the postwar year to follow, which would also require extra public relations funds. The average iceman, lush with more business than he had known in many years and plagued with manpower and other operation headaches, had grown profligate in his duties to his public.

The internal objective was, therefore, to disabuse his contentedness in false security, literally to build a fire under his inactivity and, in particular, to startle the non-subscriber out of his war-enforced lethargy and laxity—to re-enlist full industry support in rebuilding and increasing the special fund.

3. Since the ice industry's product is inseparably linked to the nation's good health and, thereby, to its food habits and

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home economics processes, it was imperative that industry leadership in the field of refrigeration be continued along with its war activities by constantly maintained research and post-war planning. It was equally important to translate these findings into meaningful messages to special public-interest groups related to the national health, food and home economics endeavors; to keep them adequately and accurately informed and prepared—in advance—concerning the ice industry's fast-changing present performance* and its promises of new methods and uses to come. Since most material of this nature falls into a definite educational format and finally reaches the classrooms and discussion groups throughout the country, the third objective was to produce capable advertising messages which would not only constitute effective classroom and discussion material but would also attract requests for additional free educational presentations, offered by coupons in the same periodicals.

4. The ice industry was plagued with a wave of unfair comparisons and ill-conceived contentions in the public messages of major advertisers in other industries. They belittled the iceman's importance and arbitrarily relegated him to the past of gas lights and horse-trolleys. It was a practice that bedeviled the iceman in his own community, endangered the ice industry's long-respected position in the family of industries and, whether intentionally or unintentionally, held up the iceman, his product and his services to public ridicule.

Here, again, the problem grew out of the ice industry's war-prolonged interlude of inactivity. Backed by the belief that, for the most part, the practice was unintentional and due to a lack of knowledge by the offenders and their advertising and public relations advisers, the next objective was immediately to contact and provide the motivators of public opinion, sep-

*One of the most serious problems of the war was the need for transporting whole blood without loss of its life-saving qualities. Improperly kept blood is a violent poison. Refrigeration was the stumbling block. Military medical authorities, in cooperation with ice industry experts, designed an insulated container in which bottled blood, placed in racks around a large compartment of cracked ice, was flown in perfect condition to the wounded.

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arately and through their specialized press, with interesting and informative material to convince them and their employers of the growing and not diminishing importance of the ice industry, its products and its services.

MEDIA AND METHODS

These were many and varied, including many prescribed procedures and developing a few novel patterns. Space limitations permit mention of major uses only, and the following order of their appearance corresponds with the previous listing of objectives:

1. A full-time advertising and publicity director was employed, who immediately headed and devised the ice industry's present and projected public relations program. He began to function as liaison between the industry and the advertising and public relations counsel.

The services of a major advertising agency were retained. The agency immediately created, executed and placed an ice industry advertising campaign in the mass-circulation magazines, business press and trade publications of ice-related fields.

The services of a recognized public relations counsel, a woman well acquainted with the feminine slant, were retained. She immediately developed and began to steer cooperation with the opinion molders in the important fields of food and home economics.

An industry operating committee of three was named and immediately began to act as liaison between the public relations staff, its outside advisors, the board of directors and the interests of the industry-at-large.

Newspaper mats of the ice industry's national advertisements, in convenient one- and three-column sizes, were produced and distributed, on order, to ice companies for local sponsorship, over their own signatures, as community goodwill, tie-in material.

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Six transcribed, quarter-hour dramatized radio shows on convenient two-sided platters, one program to each side, with provisions for opening and closing commercials, were produced and distributed, on order, to ice companies for their own locally-sponsored broadcast use.

Dramatic, human-interest radio show material was prepared and offered for broadcast on sustaining and sponsored network programs. It pointed up the many war services of ice and the ice industry's promises of new things to come, offering listeners the opportunity to write for booklets and charts on the history, uses and services of ice.

Special reader-interest article material was prepared and offered for publication by magazines, trade papers and syndicates. It likewise pointed up the war services of iceman's ice and the ice industry's promises of things to come.

News stories, pictures and features on the same subjects were prepared and released for use by a selected list of dailies, weeklies, trade papers, wire services and syndicates.

2. Two industry newsletters—"Spotlighting Ice" and "Ideas on Ice"—were designed, produced and distributed, the former a monthly to the whole industry, the latter a bimonthly to subscribers only. "Spotlighting Ice" informed lax members on program projects and results; "Ideas on Ice" guided subscribers in their own public relations.

A continuing direct-mail campaign, with letters signed by ice industry leaders, urged non-subscribers to add their support to the program.

Direct personal appeals from the speakers' platform were made to state and regional meetings of ice industry representatives at regularly scheduled intervals.

A full day's session at the ice industry's national convention was devoted to the details and monetary needs of the present and projected public relations program.

Full treatment was given to the iceman's need for public relations, to the details of the ice industry's program and to the

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profit values to be gained by supporting its activities, in the national and sectional ice publications.

3. The ice industry and its various unit organizations sponsored research projects at twenty-one state colleges and universities to experiment with the snow-ice method of protecting and displaying fresh produce—to determine its value, health and merchandising-wise, in the retention of vitamin-content and garden-freshness.

Special factual articles were prepared and offered to publications in the food field and for use by consumer-interest magazines.

Four-page, two-color advertising inserts were utilized in the home economics journals, along with coupon offers of free teaching aids.

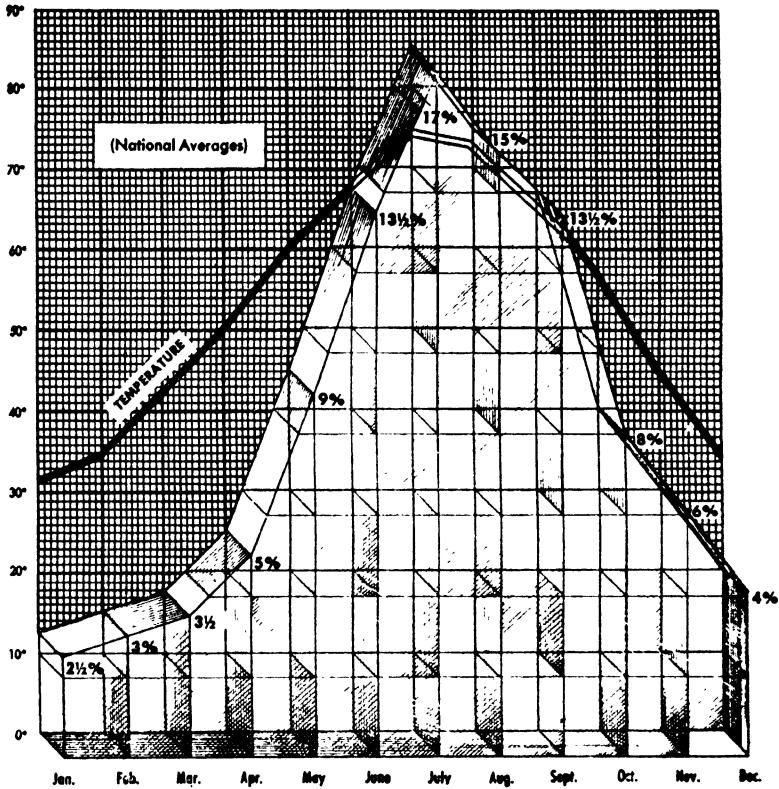
Those responsible for the Army and Navy ration were kept up-to-date on the ice industry's research developments and were provided with films and printed material. Other government agencies were similarly informed, particularly in relation to the industry's postwar planning.

Additional educational material was distributed to homes, schools, business and agricultural leaders, federal, state, county and local officials, to the heads of other associations whose interests impinge on the ice industry, and to numerous others.

A pictorialized fact-and-figure booklet, "Facts About the Ice Industry," in pocket size, was distributed to top executives of all major American industries, to all recognized and influential opinion molders, to a long list of magazine, newspaper and syndicate editors, to the heads of all major trade associations, to public, private, institutional and technical libraries, to special columnists and radio commentators, to Washington correspondents and members of Congress and to top-strata government agency officials.

Inter-industry relations were established, nourished and extended in the way of suggested cooperative advertising mess-

How Ice Sales react to Temperature



GRAPHIC ILLUSTRATION OF THE ICE INDUSTRY'S PROBLEM OF SEASONAL DEMAND, THIS ILLUSTRATION FROM A BOOKLET CLEARLY IMPRESSES ITS MESSAGE.

ages through mutual-advantage agreements with the advertising directors and the agencies.

Speaking engagements before audiences of other industries were sought out, promoted and fulfilled.

Special articles for promotion press consumption were prepared and placed, with illustrations, in all advertising, marketing and public relations publications.

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Advertisers using network radio, particularly those adhering to the radio-show format of educational entertainment dealing with the progress of America, were contacted separately with program ideas to spark their shows with novel listener-interest sequences related to the role of iceman's ice in the nation's development.

The total public relations appropriation for the 1945 ice industry program was \$130,000.00

The actual funds expended for the 1945 ice industry program was \$129,616.45.

RESULTS

1. Over the Pacific Coast Network of the NBC on September 16 a new kind of program, called News in Advertising, recognized the merits of the ice industry's 1945 public relations by featuring its public-interest, war-service advertising over the facilities of twenty-two stations in ten states. The wisdom and effectiveness of ice industry campaign strategy was proved by the following yardsticks used to select campaigns featured by News in Advertising:

- (a) Does the advertisement have real news value?
- (b) Does the advertisement have real human interest?
- (c) Does the advertisement dramatically and believably portray a product of the future?
- (d) Does the advertisement do an unusual job exceedingly well?

Telling the public how iceman's ice helped to win the war, on the battlefield and on the home front, not only resulted in rich public relations rewards but, by its very nature, provided the opportunities to obtain limited space in which to tell the story at a time when the paper shortage was at its worst, because of the tie-in with the blood-donor campaign.

The series of transcribed radio shows provided opportunities to bring guest speakers from ice-related fields to the microphone to accent the many values of ice to the marketing of fish and fresh vegetables. These contacts opened up new avenues of

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continuing mutual interest and cooperation. For example, the ice industry will feature one of the new radio shows by the Veterans of Foreign Wars, pointing up job opportunities for veterans in the ice business, and will appear on one of the new radio programs to be broadcast by Small Business, Inc.

The Science Service radio program of July 14, carried by sixty-five Columbia Broadcasting System stations, was heard in and brought requests for information from seventy-eight communities in twenty-five states and Canada.

Ice industry news pictures in Cameragraphs, syndicated by the Gilliams Service to 1,000 newspapers—to cite one result—returned 890 clippings from 27 states.

An interested and active consciousness on the part of hundreds of opinion molders as to the great and growing importance of the ice industry has been captured and satisfied.

2. The ice industry has been convinced that public relations taken collectively is a vital organ to the body of business, like the heart or the brain, without which the body of business cannot continue to function adequately and efficiently. The industry's operating committee and board of directors have voted a history-making 1946 appropriation with which to stake out the ice industry's claim to a fair share of the green pastures of tomorrow.

3. The advertising insert and coupon procedure in the several home economics publications produced the following highly unusual results: 3,773 coupons, requesting 52,777 sets of household refrigeration booklets, 5,020 food-preservation classroom charts, 96,570 reprints of the four-page advertising inserts. They came from practically every community in every state plus Alaska, Canada, Hawaii and Puerto Rico plus distribution by Co-ordination Committees on Health and Sanitation of the Office of Inter-American Affairs in South and Central America.

Food editors of mass-circulation magazines and editors of food-field publications are now convinced of the vital values

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of ice. They are looking to the ice industry for new developments in product and services.

4. *Public Relations News* praised "Facts About the Ice Industry": "Good example of how to explain the economic function of an industry, its history and service, is booklet, "Facts About the Ice Industry." Requests for copies from the top executives of 328 big-business identifications in America and Canada provided the ice industry with a test-tube result story—when such "thank you" letters as these came back:

"I have taken the liberty of embodying much of it in an important document on transportation."

"It gives me an idea for something I want to say in our annual report."

"It presents a new conception of the industry—one that I was not familiar with, but glad to have, as our relations should be very close."

Union Pacific's half-hour radio salute to the ice industry on September 23 brought Industry President Steers and the story of ice to a nationwide "Your America" Sunday afternoon audience tuned to 220 Mutual Broadcasting System stations. Mounting results from that one radio program came in for months from every state in the Union.

Inter-industry relations, through tie-in advertising by Shell Oil, Barrett Co., 7-Up, Heublein and others, swelled 1945 ice industry public relations program results and prompted additional cooperation for the future.

Chapter Eighteen

NATIONAL BROADCASTING COMPANY'S "AMERICA UNITED"

***B**IG Business, Big Labor and Big Agriculture have become powers, each advocating a different path to America's future. All exerting tremendous influence, they clash frequently on basic issues, with the result that the total public's welfare is injured.*

As a public service medium, radio has an opportunity to act as a catalyst between these groups and bring them closer to understanding. Since each group is, in the long run, dominated by the opinion of the public upon which it depends, guiding public opinion is a means of directing the actions of any one of the Big Three. Accordingly, the National Broadcasting Company inaugurated a program in which spokesmen for these three groups join in discussing major issues, so that the public can hear all sides and form an opinion that will have its influence on all groups.

Once organized, this program depended for full effectiveness upon the largest possible audience. NBC made a part of its public service activity promotion of this program among the listening audience. The weekly total of listeners has been unusually high for this type of broadcast. NBC has helped to close the gaps between contesting groups and has fostered its own status in this one campaign.

OBJECTIVES

The teamwork that won the war can solve our conversion problems, our labor and managerial differences. It can help the farmer to understand the manufacturer, both of them to understand labor, and all to understand each other, and so minimize both the occurrence and the results of differences. It was in

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the belief that differences would inevitably arise and that they must be settled as quickly as they bubbled up, that the National Broadcasting Company early in 1945 anticipated the end of the war and reconversion with a program that sought the continuance of national unity, so magnificent in war, so vitally necessary in world rehabilitation.

Public relations is a new term for one of the oldest, most honored of NBC's divisions—Public Service—because the conception of public relations, following the marriage of producer and consumer, bespeaks mutual comprehension of the need for social and economic integration.

Twenty years ago, when the National Broadcasting Company was formed, one of its first public relations actions was the establishment of this public service division.

Through the years public relations at NBC has envisaged an ever-widening area of public service. This service, rooted in a firm belief in and acceptance of radio's responsibility and obligation, yielded prestige and profit for the company. The programs from which the company derived no revenue helped it materially in selling its commercial programs, because it is good radio to balance the lighter offerings which appeal to the largest audience with serious or experimental or important offerings of limited appeal. Today's limited appeal is tomorrow's mass demand—as witness the extraordinary increase in popularity of symphonic music. Two decades ago the symphony was the aesthetic delight of small groups of urban dwellers; today, it is the weekly "must" in entertainment for millions, not only in cities, but on prairie, desert and farm.

Public service consists of giving the public, then, the cultural, educational, and informational programs; in bringing the widest possible range of practical as well as academic discussions within the reach of all.

The public service feature in NBC's 1945 program series, "America United," consisted of the first cooperative broadcasts by labor, industry and agriculture.

Nat'l Broadcasting Co.'s "America United"

Five organizations participate in this program. They are: American Farm Bureau Federation, American Federation of Labor, Congress of Industrial Organizations, National Grange, United States Chamber of Commerce.

METHODS AND MEDIA

Promotion

1. NBC publications used:

(a) *This Is the National Broadcasting Company*—Articles and pictures in this bulletin distributed monthly to educators, religious organizations, civic groups; farm, labor, industrial leaders and organizations; other representative groups and individuals.

(b) *Parade of Stars*—Complete coverage in this NBC annual "show-case" presentation in kit form, distributed to 151 NBC-affiliated stations, and including recordings for local station use, promotional literature, photographs and publicity aids.

(c) *NBC Transmitter*—Articles and pictures in this magazine distributed monthly by the NBC press department to NBC-affiliated stations and station contacts.

(d) *Radio Age*—Articles and pictures in this bulletin distributed monthly by Radio Corporation of America.

(e) *Chimes*—Articles and pictures in this NBC-New York magazine, written and distributed by the NBC personnel department to employees, to public libraries and NBC key offices.

2. Participating organizations' publications used:

(a) *The National Grange Monthly*—Agricultural trade journal.

(b) *The Nation's Agriculture*—Most widely circulated agricultural magazine.

(c) *Washington Farm Reporter*.

(d) *The American Farm Bureau Federation Weekly*.

(e) American Federation of Labor—Two Publications

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(1) *The American Federationist Monthly*

(2) *The Weekly News Letter* — containing weekly story on the “America United” broadcast, and listing shows three weeks ahead.

(f) Congress of Industrial Organizations—All publications of this group.

(g) United States Chamber of Commerce—All publications of this group.

3. NBC stations used:

(a) A series of station-break announcements relating to “America United” was heard on WRC, Washington, D. C., and other NBC-managed-and-operated stations prior to the initial broadcast; since then, innumerable announcements have been broadcast over these outlets, and over all NBC-affiliated stations.

(b) “Your Radio Reporter,” written by the NBC Press Department and distributed to all NBC Affiliates for broadcast locally, carried frequent stories about “America United.”

4. Special promotional aids.

(a) Script reprints—Approximately 6,000 copies of each weekly script were printed and sent to participating organizations for distribution among their membership and to other individuals requesting reprints.

(b) Advertising reprints—Reprints of the advertising series (see below) were mailed to stations, agencies, clients; individuals and organizations whose names appear on NBC's public service lists.

(c) Combination reprints—Early in the series, participating organizations circularized their membership with sample scripts and advertising.

(d) Stuffers—25,000 stuffers were printed and sent out to participating organizations for use in letters.

(e) Postal meter slogans—Used by participating organizations.

Nat'l Broadcasting Co.'s "America United"

(f) Imprints—Letterheads and envelopes were imprinted with "America United" promotion; use was also made of stickers and rubber stamps on letters.

5. Special promotion project:

(a) Advisory Council—As part of the planning for the enterprise, and prior to the initial broadcast, an Advisory Council, made up of committees to meet occasionally for the discussion of problems connected with the program, was set up at the suggestion of Niles Trammell, President of NBC, and Frank Mullen, Vice President and General Manager. Its members are:

Philip Murray, President, CIO

William Green, President, AFofL

Albert Goss, Master, NG

Edward O'Neal, President, AFBF

Eric Johnston, President, USC of C

Niles Trammell, President, NBC

Frank Mullen, Vice President and General Manager, NBC

Dr. James Rowland Angell, Public Service Counselor, NBC

Advertising

1. A total of \$4,867.56 was spent in 1945 for advertising in newspapers, trade papers and business publications.

The advertising allocation was arranged at a conference in Washington, D. C., with the organizations participating in "America United" and NBC. The itemized cost of insertions appearing in 1945 was as follows:

AFofL papers	\$ 824.04
(11 papers in 9 major cities)	
National CIO Weekly	780.00
Nation's Agriculture	1,687.50
National Grange Monthly	350.00
Broadcasting	155.00
Radio Daily	160.08
N. Y. Herald-Tribune	910.94
Total	\$4,867.56

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"America United" was also mentioned together with other programs in NBC's consumer campaign in *Life* Magazine.

2. Space used in advertising campaign:

Full page insertions in:

Nation's Agriculture

National Grange Monthly

Broadcasting

Radio Daily

672 lines each in the following papers:

(a) AFofL papers:

New York group — *Hotel & Club Voice*, *Trade Union Record* and building trade press

Chicago Federation News

Philadelphia Union Labor Record

Los Angeles Citizen

Detroit Labor News

San Francisco Labor Clarion

Cleveland Citizen

Colorado Labor Advocate (Denver)

Trade Unionist (Washington D.C.)

(b) CIO papers:

National CIO Weekly

224 lines each in:

N. Y. *Herald-Tribune*, Sunday edition, four insertions.

3. Timing of advertisements in publications:

(a) Newspaper and magazine insertions were coordinated as nearly as possible with the beginning of the period in which each organization took over the program:

AFofL—first thirteen weeks of the year

AFBF and NG—alternating for the next ten weeks

USC of C—the following three weeks

(This completes a half year's cycle)

Nat'l Broadcasting Co.'s "America United"

CIO—on the program for thirteen weeks

AFBF and NG—alternating for ten weeks, five weeks
for each organization

USC of C—the following three weeks

(b) Advertising appeared in the months of March,
April, July, August and October.

Publicity

1. Plans for a publicity campaign were made early in the year, after preliminary publicity was underway, at a Washington meeting of representatives of NBC and the organizations participating in "America United." Those present were:

Len de Caux, Publicity Director, CIO

Philip Pearl, Publicity Director, AFofL

Fred Bailey, NG

W. I. Tobler, AFBF, representing John Lacey

Ben Land, Jim Morius and Dr. Crawford, USC of C

Edward Grief, Mary Cavanaugh, Albert Cole, Thomas
Knode, James Gaines, Dwight Herrick and Sydney
Eiges, NBC.

Publicity promised by participating organization representatives:

(a) The CIO representative stated that his organization would distribute publicity on the series to more than two hundred CIO Union newspapers, with a total circulation of several million, as well as to the initial CIO publication.

(b) The AFofL representative stated that publicity was already being distributed through the medium of the *American Federationist*, with a circulation of 250,000; and 350 weekly and monthly AFofL publications. The AFofL also agreed to distribute publicity regularly in its weekly clip sheets.

(c) The farm representatives agreed to distribute publicity through seventeen State Grange magazines; their Washington column sent out to sixty weekly newspapers;

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and in their regular mailings to 1,500 major newspapers in the farm regions.

(d) The U. S. Chamber of Commerce representatives stated that publicity would be sent regularly to all local Chamber of Commerce magazines, with a combined circulation of approximately 1,000,000.

3. Proposals in which participating organization representatives agreed to cooperate as fully as possible with NBC:

Coordination of publicity:

(a) Information on speakers and topics to meet deadline for release by organizations and NBC.

(b) All organizations to release week to week stories, particularly when their own members participate.

(c) Full use to be made of regular weekly newsletters and mat pages.

(d) Coverage promised in business press, trade union press, farm press and house organs.

(e) Contact with editorial writers and special columnists—business, farm and labor writers.

Coordination of promotion:

(a) Personal letter to state groups by heads of all organizations, for forwarding to local groups wherever "America United" can be heard, urging exploitation of the program. Similar letter to International Unions, etc.

(b) Bulletin board pieces to be widely distributed for placement in libraries, schools, local offices of unions, Chambers of Commerce and farm groups; arrangements to be made for bulletin boards in hiring halls, and places for special meetings, such as Chamber of Commerce luncheons, etc.

(c) Inclusion in mailing pieces of stuffers; meter mail cancellation stamps; rubber stamps on letters, stickers, imprints on letterheads and envelopes, etc.

(d) Exploitation press book designed for use by central trades councils and equivalents in other organizations.

Nat'l Broadcasting Co.'s "America United"

(e) Contact with trade associations for use of their facilities.

(f) Preparation of material to aid speakers of all organizations.

(g) Distribution of NBC leaflets promoting "America United."

(h) Servicing of texts in New York and Washington—6,000 reprints each week.

This, then, is NBC's story of its efforts to achieve practical results—the largest listening audience over the widest area—for its program "America United." The methods and media used to accomplish a real public service and to achieve a good public relations result, cost about \$15,000 over a period of one year. Much of this expense can be said to be for a longer period, however, as the program is now in its second year and riding on its own momentum and with only routine handling, for the most part, although special attention and supervision are given it from time to time.

The money expended was for paid advertising and for some special publicity; and in promotion aids and travel expenses of NBC employees assigned to the program. Not included in the total, which is an approximation, are administrative and production salaries not specifically charged to "America United" whose costs are included in the regular Public Service division budget.

One interesting feature in considering costs is that had the network time allocated to "America United" been sold over a complete lineup of stations, it would have cost the sponsor \$8,000 per broadcast, or \$416,000 on an annual basis.

RESULTS

The average number of stations carrying the program during 1945 was 110—an exceptionally large total of outlets, with a resultant huge audience, for a public service program which brings no revenue to the stations carrying it.

Chapter Nineteen

NATIONAL SAFETY COUNCIL'S “NATIONAL FARM SAFETY WEEK”

***T**HIS program is a good example of mass education of a specialized group—the farmers. Requiring mass techniques, it still must be confined to a single type of audience. For this reason, its direction and organization required careful planning to get concentrated effectiveness and as little waste motion as possible.*

Farm safety is only one of the promotional activities of the National Safety Council. At the same time the Council promotes all types of safety in its work with the entire population, it also singles out such special groups as farmers, factory workers and automobile drivers for concentrated efforts like this one.

Since the Council is sponsored by industry, insurance firms and other groups to which accidents are expensive, this public service not only fills an obligation of our society to the public to organize better safety methods, but has beneficial results for the sponsors.

The “National Farm Safety Week” is an example of a special event being used effectively to concentrate public interest in the subject promoted.

OBJECTIVES

Following the success of the first National Farm Safety Week, as proclaimed by President Roosevelt, the National Safety Council decided early in 1945 to conduct a second annual observance of the week as a means of focusing nationwide attention on the imperative need for reducing farm accidents which take a tremendous toll of lives, injuries, and loss of time and equipment. Secondary objectives were:

“National Farm Safety Week”

1. To spur the gathering of information regarding farm accidents in various sections of the country.
2. To induce farm people to adopt safe practices at work, in the home and on the highway.
3. To encourage the elimination of as many hazards as possible through a farm safety checkup.
4. To lay the groundwork for an ever-expanding farm safety program as part of the National Safety Council's over-all public service program.
5. To accumulate as many true farm accident stories as possible for illustrative use in future farm safety activities.
6. To establish National Farm Safety Week as an annual event.

METHODS

Inasmuch as the National Safety Council is a non-profit, non-commercial organization and since its Farm Division is operated as a public service on contributed funds, it was necessary to promote the objectives of the 1945 National Farm Safety Week as economically as possible.

Accordingly, a budget of less than \$3,000 was set up to cover the cost of publicity materials such as radio recordings, news copy and mats, film strips, leaflets, posters and stickers.

Once the budget was established, the Department of Public Information and the Farm Division of the National Safety Council worked out a program designed to obtain the cooperation of all friends of agriculture. The steps in this program follow:

1. President Truman was asked to issue a proclamation requesting observance of the period of July 22-28, 1945, as National Farm Safety Week.
2. Governors were asked to issue supplementary proclamations.
3. The Secretary of Agriculture was asked to issue a statement concerning the importance of the Week.

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4. Outstanding farm leaders were asked for endorsements.

5. Ned H. Dearborn, president of the Council, asked all industrial organizations interested in farm life—such as farm equipment, automobile, rubber, paint and oil producers—to feature the purposes of National Farm Safety Week in their magazine, newspaper and radio advertising programs.

6. State chairmen were selected and committees set up to handle arrangements and distribute materials for the observance of the Week in their various states. Printed guides were distributed to these workers.

7. Three separate contests were set up as follows:

(a) National Farm Safety Magazine Contest.

(b) National Farm Safety Radio Contest.

(c) True Farm Accident Story Contest.

8. Posters and stickers based on the emblem selected for National Farm Safety Week were made available to anyone who requested them.

9. A film trailer was produced and made available on request.

10. A farm safety check list was printed and made available to all.

11. A publicity program was set up for newspapers, farm magazines and radio, as follows:

Newspapers:

(a) A package containing a fact sheet, the presidential proclamation, statements by farm leaders, and a set of cartoon mats entitled "Farm Follies" was distributed to weeklies and small dailies throughout the country.

(b) Special stories were supplied to news syndicates.

Farm Magazines: Special articles on farm safety were made available to agricultural publications and the services and facilities of the National Safety Council's Department of Public Information were extended to all on request. The farm safety magazine contest was played up as an incentive to staff initiative on the part of editorial and feature writers.

“National Farm Safety Week”

Radio:

(a) A series of special “on the spot” recordings was put on records with the donated services of Everett Mitchell of the National Broadcasting Company. These were offered to radio stations.

(b) Two pattern interview scripts—one on farm safety in general and one on canning safety—were distributed to 350 local councils.

(c) A special broadcast featuring the president of the National Safety Council and Secretary of Agriculture Clinton Anderson was booked as the kick-off of the week and radio advertisers were asked to feature the Week.

(d) The cooperation of CBS’ “Country Journal” was sought for a “True Farm Accident Story” contest.

(e) Farm radio directors were asked to enter the Farm Safety Radio Contest.

RESULTS

Results of the National Safety Council’s 1945 National Farm Safety Week public relations project were gratifying. Coverage by press and radio was almost double the first observance of the Week. More than two hundred farm magazines or papers carried articles and/or editorials on the project. At least 5,000 newspapers carried cartoons, editorial comment or news items regarding the observance. Notice was given the Week on nearly all of the 900 radio stations in the country and farm radio directors of some 265 stations played it up as the central theme of the period between July 22 and July 28. Three hundred and thirty-three stations used the National Safety Council transcription containing five three-minute “On the Spot” farm safety broadcasts.

Altogether, it is believed that the majority of all farm people, as well as millions interested in farm life, heard something about the week and its purpose at least once. Hundreds of

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special meetings were held and such organizations as the 4-H Club, the Future Farmers of America, and the United States Department of Agriculture went all out for the observance.

Results of the activities, outlined step by step under "Methods," were as follows:

1. President Truman issued a proclamation and press association reports on it, touched off the drive. Later, the proclamation was reproduced widely in all press media.

2. Governors in more than half of the forty-eight states issued supplementary proclamations.

3. Secretary of Agriculture Claude Wickard, before his retirement, and Secretary Anderson, after taking office, both issued statements which were widely used.

4. James G. Patton, president of the National Farmers Union; A. S. Goss, Master of the National Grange; and Edward A. O'Neal, president of the Americal Farm Bureau Federation, endorsed the observance of National Farm Safety Week with special statements.

5. Mr. Dearborn's request for aid in publicizing the week was enthusiastically received by many sponsors of radio programs, and by many advertisers in the farm press.

6. Permanent Farm Safety Committees were set up in fifteen of the most important agricultural states. In general these committees were composed of leaders of the chief agricultural organizations or agencies in the state.

7. Fifteen farm magazines and seventeen radio stations submitted entries in the farm safety magazine and farm safety radio contests.

The *Southern Planter*, the *Michigan Farmer* and *Electrical World* were winners in the magazine contest.

Stations WTIC, WKY and WOSU were winners in the radio contest. Stations WJR and WMOH got special citations.

The CBS Country Journal "True Farm Accident Story" contest drew nearly a thousand entries (all stories had to be about the person submitting the entry or about some member of his

“National Farm Safety Week”

immediate family) and was considered a huge success by the agricultural director of CBS, who used all thirteen winning stories on broadcasts after August 1.

8. (a) Seventy-five thousand posters and 500,000 stickers were distributed.

(b) The Farm Equipment Institute distributed another 40,000 posters at their own expense.

(c) The U. S. Department of Agriculture distributed another 50,000 through extension services.

(d) More than 100,000 pieces of other material were distributed.

(e) More than 6,000 packets containing complete working materials for the campaign were distributed to key agricultural officials over the nation.

9. Two hundred and fifty copies of the film trailer were distributed.

10. One hundred and seventy thousand farm safety checklists were distributed. Many local groups used them in complying with President Truman's request for a farm safety checkup.

Secondary objective results were as follows:

1. Many leading high school departments of agriculture in thirty-six of the forty-eight states have volunteered to record and classify rural accidents in their communities. In several states, departments of health and departments of agriculture are gathering facts on a state-wide basis. Among these are New York, Massachusetts, Wisconsin, Indiana and Utah. Only three states—Kansas, Minnesota and Ohio—were doing this before the project started.

2. The greatly increased number of actual farm safety checks, elimination of hazards and participation in safety demonstrations by members of such groups as the 4-H Club, the F.F.A. and farm organizations offer indisputable evidence of the wide adoption of safe practices at work in the home and on the highway.

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3. The fact that thousands of farm safety checklists were distributed and used by such organizations as the 4-H Club undoubtedly led to the elimination of many hazards on thousands of farms.

4. The fact that dozens of farm papers, radio stations, and organizations interested in farm life are voluntarily announcing their intention of supporting National Farm Safety Week in 1946 is the best evidence of the success achieved in laying a groundwork for future farm safety activities.

5. With nearly 1,000 "true farm accident stories" in the files, the success of this objective is self-evident.

6. National Farm Safety Week plans for 1946 are now in the making and every evidence points to keener interest than ever before on the part of all concerned. This objective, therefore, is fully attained.

Chapter Twenty

NATIONAL OPINION RESEARCH CENTER, UNIVERSITY OF DENVER

SYSTEMATIC research in public opinion is an increasingly important phase of public relations. It is not enough to attempt to influence the opinion of one's public; it is frequently necessary first to ascertain carefully the state of that opinion and to investigate one's policies in light of the findings. Frequently the public's opinions will show that it is not feasible to attempt re-education; that the inherent problem lies within the organization and must be eliminated before public support can be won.

In the same way, analysis of public likes and dislikes, purchasing habits, recreational activities and other information can be helpful in guiding a group's public relations activities. The survey made by the National Opinion Research Center for the nation's libraries, for instance, derived information that can be basic in the entire planning not only of libraries but of publishers, educators and others.

Only through such systematic opinion research could so accurate a picture be obtained. Accordingly, plans made on the basis of this map will be more effective than plans based on intuitive guesses.

Ascertaining the state of opinion first is important in almost every public education program, whether it involves a small group or an international one.

OBJECTIVES

In cooperation with the American Library Association and seventeen city libraries, the National Opinion Research Center in January, 1945 made a library public relations study based on

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personal interviews with a representative sample of adults in each of the seventeen cities.

The *immediate aim* of this study was to give city libraries a clear and concise picture of:

1. The pattern of their present market and the scope of their potential market.
2. The effectiveness of their publicity programs.
3. The areas of public knowledge, misinformation, or lack of information about:
 - (a) the specific services offered by the library, and
 - (b) the public library as an institution.

The *long-term aims* of the study were:

1. To help public libraries improve their services to the people in their communities.
2. To enable public libraries to formulate public relations programs designed:
 - (a) to eliminate areas of ignorance.
 - (b) to correct the most widely-held misconceptions regarding their institutions.
3. To point out to the general public as well as to the library profession the popular evaluation of the public library both as a personal service organization and as a civic institution.

METHODS

1. NORC and the American Library Association pooled their suggestions regarding the type of information the survey should aim to secure. In limiting the scope of the study and delineating the problem areas to be explored, decisions were made on the basis of this criterion: How helpful will this information be to libraries and librarians in evaluating their service and public relations programs? The following series of preliminary questions was formulated jointly:

- (a) What are people's reading interests and habits?
- (b) What groups within the adult population use the library most?

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(c) What groups should library publicity aim to interest more?

(d) Why do some people use the public library while others do not?

(e) What library services do people know about and use?

(f) What suggestions do people have for improving public libraries?

(g) How far-reaching is library publicity?

(h) How important are libraries to the communities they serve?

NORC broke down most of these larger questions into several more specific questions. After repeated testing of each question on the "man in the street" and after frequent consultations between the American Library Association and NORC, the exact question-wordings used on the final questionnaire were decided upon.

2. The American Library Association then secured the co-operation of the following 17 city libraries who agreed to participate in the study:

Atlanta, Ga.

Baltimore, Md.

Buffalo, N. Y.

Chicago, Ill.

Detroit, Mich.

Hartford, Conn.

Houston, Tex.

Kansas City, Mo.

Louisville, Ky.

Milwaukee, Wis.

Newark, N. J.

Philadelphia, Pa.

Pittsburgh, Pa.

Portland, Ore.

St. Louis, Mo.

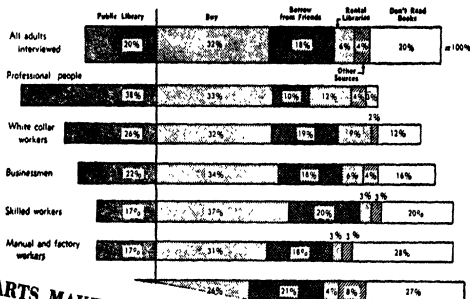
San Francisco, Calif.

Seattle, Wash.

3. To secure a scientifically accurate cross-section of opinion in each city, NORC interviewers talked with a typical miniature of the civilian adult population of the city itself (suburban areas excluded). Assignments were scheduled to include the proper proportion of men and women, adults under and over

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WHERE DO ADULTS GET MOST OF THEIR BOOKS?



BAR CHARTS MAKE GRAPHIC AND CLEAR STATISTICS WHICH MIGHT OTHERWISE GO UNREAD. THESE FIGURES DEPICT THE RESULTS OF THE SURVEY ON READING.

forty, and persons in every standard-of-living bracket—wealthy, prosperous, middle class, and poor.*

The total number of interviews made in all seventeen cities was 2,114. This number is sufficient to be statistically reliable within 3.5 per cent in 997 surveys out of 1,000. The 2,114 cases were divided among the seventeen cities—comprising in each a *pilot study* of approximately 125 cases.

4. Results of the survey were coded, tabulated, percentaged and analyzed by NORC. The Center prepared two different analyses of the results:

An individual report was prepared for each of the seventeen cooperating city libraries. This report included:

(a) A comparison of the questionnaire results for the individual city with the results for the entire group of seventeen cities.

For example, among all adults interviewed in the seventeen cities, 21 per cent had been reached by radio

* Census figures, ration book counts, and the most recent Bureau of Labor Statistics data were used to build the sample.

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or newspaper publicity about the public library. In Chicago, twenty-six per cent had been reached by such publicity.

(b) The range of results over the entire seventeen cities.

For example, the percentage of adults reached by radio or newspaper publicity ranged from a low of six per cent in one city to a high of thirty-seven per cent in another city.

(c) A selection of pertinent comments and suggestions by persons interviewed in the individual city, selected for their helpfulness or representativeness.

A printed report published by NORC was designed to make available to other libraries, to teachers, to public relations people and to the general public the over-all findings of the survey.

(Not included in the budget for the study, this report is being sold at a nominal price by NORC.)

5. The expenses of the study were divided as follows:

The American Library Association	\$ 400.00
The seventeen libraries	1,700.00
The NORC	1,900.00
Total cost	<hr/> \$4,000.00

RESULTS

As when a stone is tossed into a lake, the ripples set in motion by this "Library Survey" are going out in ever-widening circles. It may be years before the long-term results can be adequately evaluated. There is already definite evidence, however, of the following actual results:

1. A number of the libraries associated with the survey are streamlining their organizations, services, educational and public relations programs in order to meet the public on its own ground.

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2. Libraries that were *not* associated with the project are already taking advantage of the findings and applying them to their own public relations programs.

3. Newspaper and magazine publicity has resulted in an ever-increasing number of inquiries for additional information—from publishers, teachers, educational institutions, public relations counselors and, of course, librarians and library schools.

4. Although the printed report has been on the market less than one month, judging from the demand for other NORC reports, (which have sold up to 5,000 copies), “What . . . Where . . . Why . . . Do People Read” promises to be a best-seller.

One library school has already made the report required reading as a basis for discussion and analysis of problems of library administration.

A more detailed summary of some of these results follows:

Comments from Sponsors. Letters from the librarians and directors of the seventeen city libraries which sponsored and participated in the study indicate that the findings are not only proving enlightening but are leading to action. Some in particular emphasize the fact that future public relations plans will be guided in considerable degree by the results of the survey.

Publicity. Individual libraries are not only using the survey report as a guide in formulating future publicity plans, but they are enlisting and receiving the cooperation of local newspaper editors in bringing the results to the attention of the public. Feature articles based on the survey promote a wider interest in and understanding of public libraries among the general public. •

Press releases and newspaper publicity. The National Opinion Research Center in cooperation with the American Library Association issued three different press releases highlighting several phases of the library study. Clipping returns were good. Large city newspapers, in particular, carried the story of the

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survey's findings in detail, and several of them, such as the San Antonio *Evening News* and the Omaha *Guide*, carried editorials. A national syndicate distributed a graphic chart on the figures, and various book sections and trade papers ran stories or columns. In a number of cases, all three of the releases—longer than average and including statistics—were run in their entirety. The Louisville *Courier-Journal* carried a four-page Sunday feature on libraries, using the survey figures.

The Associated Press, United Press and International News Service all carried stories on their national wires, and Newspaper Enterprise Association carried a syndicated editorial. Western Newspaper Union distributed a "boiler plate" item to its large list of weekly newspapers.

The survey was written up in considerable detail by the *American Library Association Bulletin* and *The Saturday Review of Literature*.

The net result was a markedly greater interest among all segments of the public in the matter of reading habits and means of stimulating wider voluntary reading.

Chapter Twenty-one

NATIONAL SHOE MANUFACTURERS ASSOCIATION

FREQUENTLY, checking the pulse of public opinion on an industry or an organization discloses conditions which require sweeping alterations in basic operations. The slow rise in the public willingness to accept Prohibition, as shown in periodic Gallup polls, has alarmed the liquor industry into instituting a widespread program of protective activity (see *Allied Liquor Industries program*).

In the shoe industry, analysis of public attitudes disclosed that one of the manufacturers' greatest problems—uneven seasonal demand—was caused by public habit in purchasing shoes. Since mass production refinements, personnel problems and competitive factors all demanded modifications of the peak-and-valley pattern of sales curves, it was evident that a very extensive program of public education was necessary.

Getting people to think of shoes as fundamental items of clothing and style on all occasions was only part of the job. Many other factors were necessary to make the program effective. Added to other public relations functions, adopted to meet other needs, these activities made, the public relations program of the National Shoe Manufacturers Association one of the broadest ever conducted by a privately supported trade association.

As an example of how public relations is used to solve an economic problem, how a many faceted program is set up to achieve one principal goal, and how a very broad program can be carried on with unity and direction, the program of the National Shoe Manufacturers Association is an excellent guide to other public relations practitioners.

National Shoe Manufacturers Association

OBJECTIVES

During the early part of World War II, because of rigid government production controls and merchandising restrictions, the shoe industry was unable to do much to publicize the merits of its products. In the last part of 1944, however, it was deemed advisable to initiate a program which would bring the accomplishments of the shoe industry back into the consciousness of consumers. Accordingly, at the National Shoe Fair, held at Chicago in November 1944, the first attempt to achieve this objective was initiated in the form of a Public Relations Forum. At this time, eight leading personalities in the shoe industry gave inter-related talks on public relations as it applied to shoe manufacturing, shoe retailing, and consumers of footwear.

They stated that, in order to achieve good public relations, it is necessary not only to supply factual material for public attention, but it also is necessary to humanize our approach to those with whom we come in contact. Consequently our public relations activities are divided into two classifications:

1. Personal contact. Winning the friendship of people who through the written or spoken word ultimately influence the consumer of shoes.
2. Preparation of appropriate historical, current and future data for use by all those who are interested in the progress of the shoe industry.

In the first phase of this project, NSMA has worked intensively to bring to editors, fashion and feature writers, reporters, radio commentators and other influential people via personal and written contacts the messages which it has desired to instill in their minds. It has been strictly a goodwill project which has done much to revitalize interest in the shoe business and to correct many misunderstandings.

Hand in hand with the above operation has been the second phase of the project, which is issuing informative statements which solidify personal contacts and conversations. These fall under a wide variety of headings. They all have the purpose

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of encouraging a wider and better informed understanding of economic facts and problems of production and distribution as they apply to the shoe business.

Broadly speaking, the objectives of the public relations program fall into seven categories each of which requires a different approach and the utilization of special facilities. Each of these objectives to a degree is inter-related with the others. All together, they form the basis of a strong well-balanced program. The chief objectives of the public relations program are:

1. To promote unity and strength in the industry.
2. To secure and present the viewpoint of members to other organizations, the government and the public.
3. To disseminate to members information of a general economic, social and governmental character.
4. To keep members fully informed of changes, economic conditions and activities in the industry, in government and in the Association through weekly news bulletins.
5. To develop a program of cooperation with retailers to prevent misunderstandings and controversies as the result of postwar cancellations and returns.
6. To further sales training and education of retail salespeople to insure that the industry's products are properly presented to the public.
7. To disseminate accurate fashion information and shoe data to magazine and trade paper editors, radio commentators, news press services, newspapers, schools and other information and educational services.

METHODS

Weekly news bulletin. Each week the National Shoe Manufacturers Association sends a news bulletin to members. This is published to keep all members fully informed of new developments, decisions and interpretations of government regulations. It carries the latest Washington news, as well as over-all industry information, in order that members may be

National Shoe Manufacturers Association

cognizant of those things which vitally affect the production, merchandising and distribution of footwear. It is the most complete, authentic and reliable news service available to manufacturers in the shoe business today.

Special flash bulletins. In addition to the news bulletin, the NSMA on special occasions, when news of vital importance should not be delayed, publishes a special flash Bulletin with a brilliant red masthead. In view of the time element involved in many decisions and matters of importance to shoe manufacturers, this service has proved of great value to those who require prompt information.

Labor Review Bulletin. On September 7, 1945 the Association issued its first weekly *Labor Review Bulletin*. This is prepared to provide on a confidential basis to members highlights on the labor situation together with essential background material which will make all current developments intelligible and show how such developments affect the shoe industry. In addition to providing a complete resumé of specific labor topics, questions having to do with labor submitted by members are also handled on an individual basis and reprinted in a question-and-answer forum shortly after interpretations have been made.

"News of Shoes" bulletin. Periodically, timely information pertaining to the shoe industry is forwarded to trade papers, national magazines, radio commentators, newspapers, etc. This information is released in the form of a "News of Shoes" bulletin, prepared to provide spot news on all matters pertaining to the shoe industry, with the exception of confidential fashion releases to national magazines which are forwarded to fashion editors in the form of a "Fashion Advisory Service" bulletin.

Government contacts. Members of the staff spend at least one or two days each week in Washington contacting government agencies to bring about a better understanding between government and the shoe industry. These contacts have proved extremely beneficial to all members of the National Association, and at the present time there is a greater measure of cooperation

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between all segments of the industry, and between government and industry, than ever before. The 41½ per cent increase secured for manufacturers is an example of the results of such contacts. (See Part III.)

Association publications. One means of building good will for the shoe industry is through books. Following is a résumé of the books and pamphlets published in 1945 which are available to the shoe industry and all those interested in the progress of footwear:

1. *Development of Shoe Design From One War to Another.* This is a seven-page pamphlet showing fourteen prominent styles which were in popular demand from 1917 to 1945. The purpose of this public relations booklet is to provide fashion editors with a practical and factual presentation of how style developed in the shoe industry during the last twenty-five years. It also has been of great aid to those who speak before social and service clubs and similar organizations.

2. *The Story of Style.* This booklet covers the origin of the basic shoes from which practically all modern shoe designs are developed. Most styles stem from sixteen basic patterns such as the Bal, the Blucher, the Strap and the D'Orsay. This presentation was mailed to all members and the press on March 2, 1945 and is available for general distribution.

3. *The Story of Lasts.* This defines the last and describes the improvements that have been achieved through the years. It emphasizes the importance of the last in the construction of well-fitting shoes, sets forth in detail the operations encountered in last-making, and includes descriptions of the different kinds of lasts in current use. There is also a statement covering size origination and evolution, together with charts showing the two most common methods of indicating size, the American system and the French system.

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4. *Facts and Figures on Footwear.* This publication covers statistical studies on shoes and leather. It is now in preparation and will contain tables giving figures pertaining to the total production of the shoe industry, including breakdowns by the various types of shoes; the total number of manufacturers; the number of salaried officers and employees; salaries and wages paid by the industry; consumption of men's, women's and other shoes; and numerous other figures of interest not only to the members of the shoe industry but to the general public as well.

5. *The Story of Footwear.* This is a sixty-page presentation of the history of shoemaking from the year 2,000 B. C., when foot coverings consisted of but a sole held to the foot by thongs or cords, to the present time. It is divided into the following chapters with the outstanding events of each period chronologically arranged in a "Shoepedia" immediately following the period it covers:

The Story of Early Footwear—2000 B. C. to 16 A. D.

Colonial Shoemaking in America—1629 to 1700

The Kitchen Shoe Shop—1700 to 1800

The Mechanical Age—1800 to 1900

New Era Developments—1900 to 1945

Library of shoe information. The National Shoe Manufacturers Association has organized a library of information with worthwhile books and other literature to provide accurate and authentic information for members of the shoe and allied industries, as well as for feature writers and editors of magazines, trade papers and newspapers. This library constantly is referred to by those who want a greater appreciation of the background of the industry and its accomplishments.

Public speaking bureau. The Association frequently receives requests for information which can be used by speakers who have been invited to discuss the problems and plans of the shoe industry before service clubs such as Rotary and Kiwanis. This function has been divided into three categories:

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1. Basic historical material, much of which is provided by the booklets now available for distribution.
2. Current matters which are revealed in weekly and special bulletins.
3. Forecasts of the future.

The Association is prepared to supply sufficient data to enable any individual to present an interesting, accurate and authoritative talk on shoes and the shoe industry from almost any point of view. In addition, it is prepared to furnish speakers for any occasion.

Newspapers. The Association is in constant touch with newspapers located in all the shoemaking centers, as well as large metropolitan dailies. All of these papers have published news releases from the Association. In addition, representatives of such papers as the *New York Times*, *Herald-Tribune*, *Wall Street Journal* and other important publications check with this office once or twice each week for new developments.

Editorial and advertising comparison. The Association has secured certain facts and figures regarding the use of editorial space and the amount of national magazine advertising expenditures in the shoe business and the closely related wearing apparel industry. Following is a factual report:

1944 ADVERTISING EXPENDITURES IN NATIONAL MAGAZINES

		Total Advertising	Shoe Adv. Expenditure	Wearing Apparel** Adv. Ex- penditure
Total for	32 Magazines	\$217,599,468	\$3,755,726	\$13,309,231
Total for	77 Magazines*	69,319,628	195,340	1,722,488
Total for	109 Magazines	\$286,919,096	\$3,951,066	\$15,031,719

1944 ADVERTISING VS. EDITORIAL PAGES IN NATIONAL MAGAZINES

	Wearing Apparel Editorial Pages	Wearing Apparel Adv. Pages	Ratio Wearing Apparel Editorial Pages to Adv. Pages
Total for 32 Magazines	2,691	4,285	1 to 1½

*Editorial data for these magazines not available.

**Wearing apparel advertising expenditure other than shoes.

National Shoe Manufacturers Association

	Shoe Editor- ial Pages	Shoe Adv. Pages	Ratio Shoe Editorial Pages to Adv. Pages
Total for 32 Magazines	58	780	1 to 13

It will be noted that the national advertising expenditures for wearing apparel were nearly four times more than the national advertising expenditures of the shoe industry. It also will be observed that the number of editorial pages devoted to wearing apparel reached 2,691 pages, whereas only 58 editorial pages were devoted to shoes. The NSMA realizes that public relations activities should not be predicated on advertising expenditures. However, these figures indicated either that the wearing apparel industry was doing an outstanding public relations job, or that the shoe industry had done a poor public relations job through the years.

Results, as indicated in a later section, of our revitalized public relations activities have brought about a change in this situation.

Trade papers. NSMA is in constant touch with editors of retail and manufacturing trade papers. Frequently these publications have published material which has been furnished to them through regular NSMA news releases and specially prepared articles. At other times, they have editorially promoted ideas and suggestions which NSMA advanced orally without mention of the National Association's interest in the plan.

Trade events. One of the most effective means of winning good will and spreading the doctrine of unity in the industry is the acceptance of invitations to speak at trade meetings. NSMA has welcomed the opportunity to expound the cause of shoes and the shoe industry wherever it seemed wise and expedient. For example, W. W. Stephenson, Executive Vice-President, has appeared before gatherings of retailers and manufacturers in all parts of the country. Copies of his and other speeches are forwarded to all members and various press and trade organizations.

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Fashion advisory service bulletins. One of the special features of the public relations program is the preparation, semi-annually, of a *Fashion Advisory Service Bulletin* which presents to fashion editors illustrations and text covering advance shoe styles and trends. Since editors work several months in advance, the issuance of the *Fashion Advisory Service Bulletin* is timed two or three months before the shoes appear in retail stores. The effectiveness of the Fashion Advisory Service is shown by the fact that since the first bulletin was issued, the amount of editorial space devoted to shoes in all magazines increased 24½ per cent over the same period in 1944.

Balanced program for shoes. At a membership meeting held on October 30, 1944, the National Shoe Manufacturers Association advanced the thought that the industry would find it profitable to consider the advantages of eliminating the peaks and valleys of shoe production and merchandising and make a serious attempt to spread evenly both production and selling over the entire year. The advantages of such a system, which has been termed the "Balanced Program for Shoes," are as follows:

1. Reduction of production costs
2. Increased quality
3. More steady employment
4. Elimination of high inventories
5. Elimination of dead stock at end of each season.
6. Reduced selling expense
7. More efficient production methods

The first announcement of a Balanced Program for Shoes was made by the National Shoe Manufacturers Association in April, 1945, after initial exploratory studies had been completed, brief details of which follow.

Shoe expenditures versus national income. One of the disturbing trends brought to light was the dwindling percentage of shoe expenditures in relation to the expanding national income. In 1932, when the national income was nearly forty

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billion dollars, \$1,038,300,000 was expended for shoes and other footwear. This represented 2.6 per cent of the national income. Since 1932, percentage-wise, the amount of money that has been expended on shoes declined to a low of 1.31 per cent in 1943. In 1944, the estimated national income was approximately \$160,000,000,000. The expenditure for footwear probably did not exceed the figure reached in 1943, namely, \$1,898,100,000. While part of this drop can be attributed to shoe rationing controls, the decline from 2.6 per cent to 1.31 per cent was consistent over a ten-year period. This drop can be due either to lack of aggressive merchandising and orderly planning in the shoe industry or it can be the increased aggressiveness of other industries in obtaining a greater share of the consumer's dollar. NSMA is inclined to believe that it is a combination of both of these factors which has led to this amazing decline.

Mental reconversion. The shoe industry believes that every effort should be exerted not only to expand the percentage of shoe expenditures but to expand the percentage to a ratio that is more in keeping with the figure attained in 1932. This calls for orderly planning and progressive merchandising tactics on the part of the shoe industry collectively as well as individually; for an impetus in creative selling; for mental reconversion; for the type of balanced planning which will enable every factor in the shoe industry to meet new economic conditions.

Production spread. Early research work indicated that monthly shoe production over a number of years based on a norm of 100 varied from a low in 1938 of 77 to a high in 1941 of 137. This is the production spread which the Balanced Program for Shoes is endeavoring to lessen.

Store Sales. Other figures showed that in prewar years there had been unbalanced monthly sales in all types of outlet. In February 1944, retail sales of shoes totaled about \$70,000,000, while in December sales reached \$158,500,000.

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National advertising expenditures. It was discovered that one of the contributing factors to the high peaks and low valleys was the manner in which shoes have been advertised and promoted. The National Shoe Manufacturers Association made a study of the total monthly national advertising expenditures for 1944 by the shoe industry. Such expenditures range from \$66,000 in January to \$614,000 in September.

Consumers wardrobes. A recent survey revealed that 24 per cent of the people in the United States own only one pair of shoes—those which they have on their feet—and another 37 per cent own only two pairs of shoes.

Six cardinal objectives. Following are the six cardinal principles of the Balanced Program for Shoes:

1. An effort should be made by all segments of the industry to build up the valleys of distribution and still maintain the maximum volume of peak selling periods. Retailers and manufacturers should point toward obtaining increased volume by developing new patterns, new styles and new materials for promotion during normally dull periods.

2. Manufacturers and retailers should merchandise new patterns to the public through vigorous advertising and display promotions during dull periods.

3. Selling plans should be developed so that manufacturers can sell according to pre-arranged production schedules. For example, a manufacturer might solicit business from a retailer in the Fall for Spring delivery and receive an appropriate percentage of the Spring business to be made on staple or planned promotional styles. The remainder of the retailer's business would be placed for delivery on a short-term basis. The short-term commitments should cover style goods, promotional items and size fill-ins on staples.

4. In some instances, manufacturing space can be offered to distributors periodically, the actual merchandise to be specified as production schedules are at hand. Under this plan, distributors would place orders and receive shipments regularly.

5. The constant public demand for new styles and types should be met and developed through the creation of new

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merchandise and vigorous promotional plans on a year-round planned basis.

6. All restrictive regulations or agreements should be avoided.

Once the problem was analyzed and objectives were determined, the next step was to organize committees and programs to carry the plan into execution. Accordingly, on May 14, 1945, the National Shoe Manufacturers Association set up a fourteen-man committee, which evolved the following recommendations:

1. When planning promotional campaigns with distributors to level out production, the "top" men in establishments must be reached.

2. The small retailer who believes he has to have all his shoes in March and August and be out of business during other periods of the year must be educated to the advantages of balanced selling.

3. Each firm must work out its own program.

4. Better and more consistent advertising to consumers should be instituted.

5. Footwear styles should be developed that can be sold for each month of the year.

6. Shoes should be offered by the manufacturer at more frequent intervals, thereby shortening the time element between production and sale.

7. Publicity should be used to educate retailers and consumers on the advantages to be gained.

All-over industry collaboration. Because it was believed that this problem was one that extended to all segments of the industry, and that the shoe manufacturers were merely in the center of the line with raw material suppliers on one end and distributors of the finished product on the other, an all-over industry meeting to consider the Balanced Program for Shoes was held on June 7, 1945. Fifty delegates representing fourteen leading associations within the industry attended. These associations represented tanners, shoe manufacturers, retailers, last

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makers, shoe wholesalers, fabric houses, leatherboard and shoe pattern organizations.

Each of the organizations went on record as being wholeheartedly in favor of the Balanced Program for Shoes and has cooperated fully in the industry-wide endeavor to institute a better balanced production and distribution program.

The media used to spread this message throughout the trade include the following:

1. News bulletins of the National Shoe Manufacturers Association.

2. Chronological record of the Balanced Program for Shoes dated August 10, 1945.

3. Trade releases and articles in such magazines as *Shoe and Leather Reporter*, December 29, 1945; *Boot and Shoe Recorder*, January 1, 1946; *Creative Footwear*, January 1946.

4. Speeches by members of the National Shoe Manufacturers Association staff.

5. Special trade paper editions, such as *Women's Wear Daily*, July 13, 1945, entitled "Year Round Shoe Merchandising Issue."

6. *Tide* magazine. Story on the program.

No specific appropriations were allocated for the Balanced Program for Shoes. The expenses incurred have been met from the general budget of the Association.

RESULTS

While the public relations campaign for the shoe industry is a long-range plan and has been in operation only a comparatively short time, tangible results already have been achieved:

Government contacts. Since March 2, 1942, prices on nearly all shoes have been frozen. Throughout the war and up to V-J Day, the shoe industry had to absorb practically all the extra costs involved in the production of footwear. Consequently, when reconversion day came, the shoe industry was confronted

National Shoe Manufacturers Association

with the problem of making shoes for consumers on an entirely different basis than they had during the war years. The industry found that it could no longer continue on the same cost-of-production basis as it had during the war. It became necessary for the National Shoe Manufacturers Association to spearhead a fight to obtain a justifiable increase in the selling price of its products. As a result of public relations activities together with the support which was accorded by other important agencies, a 41½ per cent price increase, industry-wise, was granted by OPA on January 5, 1946. This will result in additional billing for the industry to the extent of \$45,000,000 in 1946.

Balanced Program for Shoes. At least twenty-five manufacturers already have instituted plans to level out production in the postwar period in order to stabilize employment, keep factories operating at peak efficiency and insure the production of a standardized quality product.

National magazines. The results achieved by the Fashion Advisory Service are indicated in part by the fact that since the inception of the program at the beginning of 1945, the amount of editorial space devoted to shoes in national magazines increased 241½ per cent over the same period in 1944. In certain leading publications the increase was much greater; for example, in one it amounted to 223 per cent and in another it totaled 119 per cent. Also, since this service was first made available to fashion editors, editorial space has been acquired in fourteen magazines in which shoes had not been used in fashion illustrations or copy before. Other results which cannot be put in the form of statistics, but which are vastly important to the industry are these:

1. Before the fashion program came into existence, it was the habit of most national magazines to cut off a fashion photograph at the hemline of the figure. Because of this, the shoe industry lost valuable publicity. Through our fashion program, we have markedly increased the showing of shoes with dresses.

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2. Special feature articles on shoes, shoe fitting and other related subjects are appearing in national magazines.

Newspapers. During 1945 an increased number of newspapers and trade and national publications utilized releases sent out by the National Shoe Manufacturers Association.

Radio. Numerous mentions on the radio of shoes and shoe styles have been made by commentators, and programs such as Alma Kitchell, Marie Maxwell, Breakfast with Dorothy and Dick and many other similar programs. In addition, members of the NSMA staff have spoken over the radio frequently.

Chapter Twenty-two

THE NEW YORK, NEW HAVEN AND HARTFORD RAILROAD COMPANY

A *PUBLIC utility, depending for its autonomy upon the good will of the public it serves, must endear itself as a servant and friend of the public. If it can become a kind, helping hand to the people, it is safe from efforts to put it under public control.*

No utility has recognized this better than the railroads. At the same time that they promote new business for themselves, both by self-promotion and by promoting the business in their areas, they seek out means of performing important and conspicuous services for their regions.

The New York, New Haven and Hartford Railroad discovered an excellent opportunity in the educational system of New England. By filling a need in the schools, and doing it in a dignified and uncommercialized way, the railroad has been able to stamp itself as a contributor to the welfare of the region, as well as a commercial service.

This technique is especially effective because it makes an intimate impression upon the teachers, who not only are themselves a powerful voice but who have a marked influence on the opinion of the entire population.

For the keen analysis and good judgment it reveals, the program of the N. Y., N. H. and Hartford is a fine guide to anyone who seeks a means of nurturing long-term good will.

This program embraces a series of five research units and a teaching guide for secondary schools. It was developed by the New York New Haven and Hartford Railroad Company in cooperation with New England educators to provide a better understanding of New England life and problems.

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OBJECTIVES

This public relations project is unique in that its origin, its execution and its reception are all centered in one group of people—the school teachers of New England. Not only did it stem out of the expressed needs of New England educators for usable classroom materials on New England life—including rail transportation—but it was planned and carried out with their hearty cooperation and assistance.

The challenge—although not accepted by the New Haven Railroad until 1945—actually came in 1943 when sixty New England teachers, meeting at the call of Harvard University, urged the establishment in the 3,000 secondary schools of the region of units and courses devoted to a study of New England transportation, industry, commerce, agriculture and education.

Published in a document entitled “A Wartime Program in Social Studies for New England Schools,” Graduate School of Education, Harvard University, Cambridge, Massachusetts, 1943, this challenge said, in part:

“Only as civic education is strengthened and improved can we safeguard and strengthen the welfare of New England. There is pressing need of the establishment in schools of the six states of a course, or units, embracing a sound survey of this region to help youth learn about New England, and to enable them to adjust themselves to their future livelihood in a more satisfactory manner. This course should include a study of our contemporary life, the region’s industries, commerce, transportation, agriculture, and educational opportunities.”

Early in 1945, a survey was undertaken by the Department of Educational Service, a division of the Public Relations Department of the New Haven Railroad, to determine what new educational projects should be added to the ongoing program of assistance to schools in developing their study of rail transportation. This survey disclosed a woeful lack of instructional materials relating to New England life and problems as called for by the Harvard report.

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The Department of Educational Service recognized in this lack of materials and the recommendations of the sixty representative educators an unusual opportunity to conduct during 1945 a public relations project with a unique purpose—the production of up-to-date, authoritative and usable classroom materials on New England life and problems.

The department sought the advice and direct assistance of New England classroom teachers and educators in planning and completing the publication of five research units and a teaching guide relating to problems of New England living, with major emphasis on the role of the railroad in bringing about regional progress. A curriculum expert was included as editor of the units to check vocabulary and phrasing, and to create an educational framework in which the various phases of New England living and the New Haven's relation to them might each receive the proper attention.

The following five research units were planned and produced:

- The New England region and its resources
- The New England people and their heritage
- The role of agriculture in New England life
- The role of industry in New England life

The role of trade and transportation in New England life

A teaching guide was also prepared to make clear to the teachers of New England the New Haven Railroad's interest in the region's schools, and to explain its public relations policy with respect to a study of New England life and the important part that railroads must play in regional development.

The public relations policy of the New Haven Railroad is to engender good will through public acceptance of the service which the railroad is offering, and through general understanding of the peculiar problems which must go along with railroad operation in territory like Southern New England. This means that the public relations activities of the New Haven Railroad should supplement an interpretation of the services it

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renders with a continuing explanation of the railroad's relations to New England in general. Any effective public relations policy must have its long-range aspects, and within this framework the New Haven Railroad justifies its developing services to the schools of the region. Its work with young people builds good will, not only for today, but for tomorrow as well.

To achieve this long-range public relations policy, the New Haven Railroad accepted the challenge in order to be of assistance to the schools. Already there are encouraging signs of the worth of this policy. In a majority of the secondary school classrooms of the territory served by the New Haven Railroad, pupils and teachers are using the railroad's research units.

The use of the research units in the classroom has greatly strengthened the New Haven's educational program. The attention of administrators and teachers has been drawn to the New Haven instructional aids—sound motion pictures, slide films, pamphlets and posters. Through such widespread acceptance of the research units and an accompanying increase in the demand for other parts of its educational program, the New Haven Railroad is keeping the coming generation aware of the New Haven's presence in the territory. In short, it is preparing young people in their future contacts with transportation facilities with a favorable attitude towards railroads in general, and the New Haven in particular. Truly, the cooperative production of the five research units has proved to be a public relations project with a purpose—its long-range objectives already partially achieved.

MEDIA AND METHODS

This project had its inception in a survey of teaching practices in the schools of the region made by the Department of Educational Service of the Public Relations Department of the New Haven Railroad to disclose possible fields in which new programs might be developed. As a result of studying the

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programs and curricula of New England school systems, investigating the modern trends in educational practices, and consulting with school administrators and curriculum advisors, the department discovered a surprising lack of usable classroom materials relating to the various phases of New England living, including rail transportation.

This need had been previously indicated by the findings of a conference of the region's teachers at Harvard University in 1945. The survey disclosed that secondary school curricula contained unit courses for teaching the child his own community, but without the existence of adequate materials for providing such instruction. Here was a golden opportunity for the New Haven Railroad to put sound educational theory into actual practice in its own educational program.

A group of the region's educators was selected to plan, organize and produce five research units. The research work involved in preparing these units was intensified by the lack of reference materials on New England transportation and other regional activities. The work was directed by a curriculum expert to insure the proper vocabulary and phrasing, in order that the finished product would be readily acceptable to teachers and students in the schools.

The following research units were completed and published during the year:

1. The New England Region and Its Resources

Full appreciation of the transportation services developed in New England by the New Haven Railroad is likely to come only with an understanding of the region's advantageous location, its geographic features and its varied natural resources.

Mountains, coastal lowlands and river valleys have influenced greatly the course of New England life, and the pattern of its transportation facilities.

This thirty-nine-page unit describes the nature of these

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resources and the extent to which they hold promise of further regional development.

2. The New England People and Their Heritage

Railroad transportation plays a large part in making it possible for 8,000,000 New Englanders to fashion a unique way of living in a region which has a population density treble that of the country as a whole. New England's singular character is reflected in its complex social and economic life. This thirty-five page unit describes the region's people, their heritage and their diversity, and their unusual skills and outstanding achievements in many fields.

3. The Role of Agriculture in New England Life

Agriculture plays a comparatively minor role in New England life. The short growing season and lack of fertile soil compel the region to import the bulk of the food supply for the people and a large part of the feed for the livestock. Fast, reliable freight transportation must be available to compensate for these shortcomings in the natural resources of the territory.

Unable to compete with other parts of the country on a large scale basis, New England agriculture has been forced to turn to specialized forms of farming, including the growing of potatoes, cranberries, onions and tobacco.

This thirty-one page unit provides an understanding of the nature of New England's agricultural problems, and the role of railway transportation as an aid in their solution.

4. The Role of Industry in New England Life

Birthplace of American industry, the region depends on efficient rail transportation to maintain its position in the economic life of the nation. More than eleven per cent of America's workers are employed in this, the most highly concentrated industrial area in the country.

The story of the development of New England is quite incomplete without a picture of its manufacturing indus-

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tries. The prosperity of the region is firmly based on its industrial activity, since more than a third of all employed New Englanders are engaged in manufacturing products which are distributed to all parts of the world.

This fifty-four page unit tells the story of industrial New England, traces its development, and notes its present-day problems.

5. *The Role of Trade and Transportation in New England Life*

New England's geographic location, its industrial activity, and its modern transportation facilities make it one of the nation's great trading centers.

Included in the region's fast, flexible transportation systems are 6,677 miles of railroad tracks. The New Haven Railroad forms an integral part of this modern railway freight and passenger transportation.

This fifty-two-page unit provides material to develop and maintain an interest in the region's trade and transportation and to make clear the importance of New Haven Railroad facilities in continued regional progress.

6. *Teaching Guide—"Suggestions for Using Research Units"*

This guide explains the importance of a classroom survey of the New England area, makes clear the New Haven Railroad's interest in New England youth, and shows how each unit was constructed and may be used in the classroom.

The various steps to be followed in teaching a research unit are carefully outlined for those teachers not familiar with such teaching material. Sources of information about New England are also included, in addition to other free teaching aids furnished by the New Haven Railroad.

The research units were displayed and distributed at teacher conventions and institutes in the various New England states. Teachers and educators showed eager interest in the booklets,

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many inquirers being sent to the New Haven Railroad exhibit by teachers who had previously visited the booth.

Sample sets of the research units, with teaching guide, were mailed to all secondary school principals in the territory served by the railroad. Return request postals were included for ordering complete sets of the units. No mass distribution of the research units was made. Sets were also mailed to superintendents of schools for the use of curriculum experts or secondary school supervisors for developing new units in rail transportation and other phases of New England life.

The following is a detailed account of the cost of the research units and teaching guide:

43,000 copies	<i>The New England Region and Its Resources</i>	\$4,578.25
44,000 copies	<i>The New England People and Their Heritage</i>	3,803.70
43,000 copies	<i>The Role of Agriculture in New England Life</i>	3,994.80
42,500 copies	<i>The Role of Industry in New England Life</i>	5,009.10
42,500 copies	<i>The Role of Trade and Transpor- tation in New England Life</i>	4,734.70
10,000 copies	<i>Teaching Guide: "Suggestions for Using Research Units"</i>	450.00
Total Cost		<hr/> \$22,570.55
Amount budgeted for Project		\$20,000.00

RESULTS

Since this project has long-range objectives, it does not lend itself readily to measurement of immediate results. Nevertheless, the New Haven Railroad, and its Department of Educational Service in particular, believes that this *project with a*

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purpose has already achieved tangible results which are now apparent. A brief description of these results appears below:

1. New units in transportation and in New England living have been introduced into the programs of New England secondary schools as the result of the availability of the New Haven Railroad research units. Secondary school teachers in the region had been criticized because they had not provided sufficient instruction regarding New England life and problems. In every instance, their explanation of this had been that usable instructional materials about New England were not available. Not only were sources of information inaccessible, but time was not available to them to do the laborious research necessary to gather up-to-date and authoritative information about New England. As a result, they were quite frank in admitting that their students were unfortunately deficient in knowledge of regional New England and their own communities.

The large number of requests for research units which continue to pour into the office of the Department of Educational Service is evidence of the general acceptance of these instructional materials. Many letters from teachers indicated their intention of establishing units and courses on New England life including railroad transportation. As an example of this, the New York City experiment in the study of the New England region, using the New Haven instructional materials, may be cited. The basis of this program conducted in the largest school system in the country, is the set of five research units published by the New Haven Railroad.

2. Requests for the research units represented valid interest since the initial distribution of sample copies of the research units was carefully controlled in order that actual use of the materials in the classrooms might be brought about. One of the dangers which exists in the distribution of the free instructional materials is that so many copies fall into the hands of teachers whose subject fields do not lend themselves to this type of instruction.

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To avoid this situation, there was no advertising or publicity regarding the units. Sample sets were sent to principals for distribution to social studies, guidance, and English teachers, whose daily work permitted them to give consideration to the topics discussed in the research units.

This initial distribution of sample copies brought requests for complete sets in a quantity that exceeded all expectations. Teachers said:

(a) The units were published in booklets in the same form and size as the majority of secondary school supplementary text materials.

(b) The units contained no semblance of commercial advertising which might prove objectionable to administration, teachers, parents, or students.

(c) The materials on New England in the units were prepared and edited with such great care that students found no difficulty with vocabulary or phrasing. What is more, each unit was organized in such a fashion that it could be adapted readily to most classroom situations. Teachers felt that the materials were up-to-date and authoritative, and hence usable in their teaching.

(d) Teachers were particularly impressed with the many charts, diagrams, and illustrations. They liked also the teachability of the units as revealed by such activities as oral and written reports, research projects, and the making of charts, graphs and maps suggested in each unit.

(e) Teachers also said that the accompanying teaching guide proved valuable in organizing units and courses on New England life.

3. One of the most significant results of the project, not anticipated by the Department of Educational Service, was the enthusiastic response of superintendents and curriculum supervisors to the type of teaching pattern which forms the basis of each of the units. In other words, many educational leaders in New England are now crediting the New Haven Railroad with

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making a distinct contribution to educational theory and practice—a new type of psychologically organized teaching unit which provides for understandings, attitudes and skills through student activities related to New England living.

4. The educational service to schools also includes the loaning of sound motion pictures and slide films, and the free distribution of transportation posters, maps and reference pamphlets. As a result of the introduction of courses on transportation and New England, and of the fine reception which the research units have received in the schools, requests for these other materials have greatly increased during the past few months.

5. Another favorable result of the project has been the many requests from non-school groups including libraries, museums, historical societies, Chambers of Commerce and other civic groups and organization for copies of the research units. Requests from libraries were so numerous that a general mailing was made to all public libraries in the larger cities of the region.

6. The results mentioned here have been only the immediate ones. The long-range objectives, including the building of good will toward the New Haven Railroad among young people in the region's 3,000 secondary schools, cannot be measured now. The Department of Educational Service, however, believes that such reception and use augurs well for the future relations between the Railroad and the citizens of the territory which the New Haven serves.

Chapter Twenty-three

SOCIETY OF AMERICAN FLORISTS

by The Jacobs Company

PROBABLY the most frequent use of public relations tools is in selling merchandise or service; and most effectively, because it has a wide scope in nation-wide industry-wide programs.

The program of the Society of American Florists is included in this volume because it is a good example of such a broad selling effort, and because its success is familiar to a great many people.

It will be noted that this program includes public education on the product, new practices within the industry, special events and promotions and intra-association activities. Such a broad program is usually required for the most certain attainment of the single goal of selling more merchandise.

OBJECTIVES

The Society of American Florists, a national trade association which represents the florist industry in all its branches—retailers, wholesalers, growers and allied trades—and which was chartered by an Act of Congress in 1904, decided to undertake an active public relations program in 1945. The Society did this because it felt that public relations are of prime importance to the industry. The objectives of this program were:

1. To build good will for florists.
2. To educate the public to appreciate and love flowers.
3. To show the best and most effective ways to use flowers including:
 - (a) how flowers should be worn.
 - (b) the etiquette of flower usage.
 - (c) publicizing the "Language of Flowers."

Society of American Florists

4. To devise new uses for flowers and to bring these new uses to the attention of people everywhere.

5. To revive the slogan of the florist industry, "Say It with Flowers." (This had fallen into disuse although more than \$2,000,000 was spent to publicize it in the ten-year period from 1919-29.)

6. To promote the sale of flowers, through a steady stream of publicity, in the valleys between the peak demands that have been built up by advertising for Easter, Mother's Day, Christmas, Valentine's Day, etc.

7. To inaugurate a National Flower Week to serve as a springboard for nationwide publicity for flowers.

8. To disseminate information and statistics about flowers and the florist industry.

9. To improve public relations on behalf of the industry in its relationship to the federal government.

10. To strengthen the position of the Society of American Florists and to make every individual florist and every florist organization in the United States look to it for leadership.

11. To increase the number of sustaining members of the S.A.F., thereby strengthening its financial position and making it possible to enlarge its public relations program in ensuing years.

12. To lay the groundwork to help the industry meet keen competition from other gift lines when the reconversion period is over.

The ultimate aim of this entire public relations program was to make the public more flower conscious, to make florists aware of the importance of their industry and their own opportunities for public service and to increase the demand for flowers for the future.

MEDIA AND METHODS

The Appropriation.

The Board of Directors of the Society of American Florists, realizing the need for accomplishing these important objec-

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tives, voted to expend the sum of \$2,000 per month or \$24,000 during the year of 1945 for a public relations program. After this program had been underway for three months, a report was made to the Board with the recommendation that a special National Flower Week be inaugurated in 1945 with an additional appropriation of \$6,000. This recommendation was approved, bringing the total appropriation for the year to \$30,000.

The firm of Bozell & Jacobs, Inc., of Illinois, now the Jacobs Company, Inc., was commissioned to help carry out this program in cooperation with the officers, directors, committee members and the Society's headquarters' staff.

Public service was made the keynote of all good-will building activities.

Realizing the opportunities to secure good will through special public service activities, a study was made of the various types of service florists could best render.

Veteran Rehabilitation.

High on the list. Since many florists and greenhouse owners are veterans of World War I they were enthusiastic for the Society to undertake a veteran rehabilitation program on a national scale.

Steps taken to carry out this program included contacting of local and state Veteran's Administration offices, and the U.S.E.S. They were advised that florists were offering unusual opportunities of employment with on-the-job training for disabled veterans. Universities and colleges which conduct floriculture courses likewise were informed of this rehabilitation program and urged to offer short courses for veterans, whom florists were willing to place upon completion of the courses.

A publicity program making use of radio, newspaper and magazine releases was undertaken to acquaint the public generally, and veterans and their families in particular, with this veteran rehabilitation program. This program is still

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going on and with the ending of the war, more and more veterans have entered schools and are taking advantage of the opportunities to seek work in the florist field.

Victory Gardening.

Sponsoring victory gardening and supplying information on "How to grow vegetables" was another public service activity of the Society, which received much publicity. Early in 1945 a series of eight victory garden talks was prepared by experts and furnished to radio stations, newspapers, florists and florist associations throughout the country. The need to carry on with victory gardening was stressed by the Society and radio interviews were distributed for use of florists. A national radio committee, whose members were situated in seventy-five leading cities, helped to spread this information. The demand for additional talks became so great that a special "Midsummer Gardening" talk was prepared. This also was reprinted in a horticultural magazine.

Blood Donor Drives.

The National Red Cross Blood Donor headquarters in Washington, D. C. were contacted and offered special cooperation in boosting donations in cities which were not meeting quotas. Following this, the Society cooperated with local florists in putting on Blood Donor drives in Baltimore, Columbus, Milwaukee, Los Angeles and Washington, D. C. Cards in which fresh flowers were inserted were given away in these cities and radio broadcasts and newspaper stories were prepared by Society of American Florists and furnished to local florists to help publicize the drives.

Bond Drives.

The Society likewise cooperated in various bond drives by encouraging florists to purchase bonds and to assist in bond drives locally, offering suggestions for giving away flowers to buyers of bonds making up floral plaques of bond emblems, sponsoring special shows, dinners and golf tournaments, etc.

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Floral Tributes.

Floral presentations were made to service heroines on many different occasions. A weekly floral presentation to the leading service heroine of the week was broadcast over an NBC hook-up of 143 stations each Saturday, through the courtesy of the Leaf Gum Company on its "Tin Pan Alley of the Air" program from January 20, 1945, through November 1945.

Numerous presentations of floral tributes were made at public meetings to leading heroines of the various services including Sergeant Hastings, WAC heroine of Shangri-La, and a floral purple heart to Frances Langford in recognition of her services on the Purple Heart Hospital Circuit around the world. Other public presentations included flowers to the Aquatennial Queen contestants in Minneapolis, to a carload of WAVEs in Chicago, to the Miami Queen in the Orange Bowl Parade, to Sister Kenny and others.

In December, 1945 a special monthly industry award in the form of a floral tribute and a certificate was instituted in recognition for outstanding service. The Association of American Railroads was the recipient of this first award for outstanding performance during the war and in the period of reconversion.

Publicity was the backbone of the public relations program.

Getting flowers in the limelight of favorable public opinion wherever possible and as often as possible was the objective of a carefully planned publicity program.

All national magazine editors, Sunday, rotogravure, women's page and managing editors of newspapers were contacted and offered cooperation in the preparation of special articles featuring flowers. Flowers, photographs, articles and other material were furnished upon request. Numerous editors asked and made use of the Society's service.

Advertising agencies were contacted and asked to use more flowers in the ads they prepared, because flowers added to their attractiveness.

Newspaper syndicates and wire services also were furnished

Society of American Florists

with special flower stories. In addition, special mats and stories were furnished at regular intervals (Valentine's Day, Easter, Mother's Day, June Brides, Mexican Table) to newspapers in cities of 25,000 or more.

Leading newspaper columnists were furnished interesting flower facts and the "Language of Flowers."

Other associations were contacted and asked to use flowers wherever possible. One which did make good use of flowers which were furnished by the Society was the Irish Linen Guild. Department stores likewise cooperated in exhibiting fresh flowers supplied by the Society: Macy's Glass House exhibit, for instance, was viewed by thousands of people.

New Uses of Flowers.

Suggestions and examples of new uses of flowers included the introduction of fresh flowers to television in a special show "Say It with Flowers" over WBKB, in Chicago, April 10, 1945. Experiments made in televising flowers in rehearsals preceding this show pointed the way for a large potential use of fresh flowers in this new field. A colored movie of the show was made for general showings and as a guide for use in future television shows.

Suggestions for using flowers or plants for every room in the house, suggestion for use of flowers in trailers, use of flowers for outdoor dining, were given to and made use of by magazines and newspapers.

Revival of "Say It with Flowers."

A test survey was made in seven cities in various sections of the country and it was discovered that this valuable slogan was not being used effectively by florists. A revival was undertaken (television show, language of flowers, stories to the trade press) to restore this slogan.

Year-Round Advertising Campaign.

The Society cooperated with and assisted Meyer Both Company in developing a special year-round campaign, which was

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made available through newspapers in the form of a special eleven-page campaign issue, of April, 1945. Meyer Both also was induced to enlarge and improve its monthly service in number and quality of ads.

Washington Relations.

Washington activities included the maintenance of a Washington office to contact various departments of government. Through its publications, the *Washington News Letter* and the *American Florist*, the Society publicized and interpreted the policies and regulations which affected the florist industry and kept florists advised of broad social and economic trends affecting management and labor.

National Flower Week.

National Flower Week was introduced during the week of October 21-28, 1945 with overwhelming publicity support. Six months of intensified work and preparation of stories preceded its introduction. The large volume of material, which was widely distributed and to which much publicity can be traced, included a twenty-one-page brochure entitled "Flower Facts"; a collection of twenty-three radio announcements, scripts and dramatized stories; a special newspaper clipsheet with mats; dozens of magazine stories; a list of flower songs supplied to all radio stations; sample Governors' proclamations; sermons on flowers in the Catholic, Jewish and Protestant faiths; stories on the florist industry.

A detailed plan suggesting how florists could tie in with publicity on a local level for the observance of National Flower Week was publicized through the florist trade press. Individual advertisements for florists, special scripts and special stories also were furnished to florists and florist associations.

Summary of Activities.

The Society has cooperated wherever possible with all forms of media, has taken hundreds of pictures and prepared special articles and stories on flowers, designed to bring flowers and the

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florist industry to the notice of the public in a favorable manner and to create a great love of and demand for flowers.

Internal relations within the Society have been concerned with special bulletins and regular news releases through the trade press seeking to build recognition of the value of the Society and its public relations program and special services. A drive is underway to increase the Sustaining Membership support of the Society to a point where a larger public relations and publicity program can be undertaken in 1946.

RESULTS

An unprecedented amount of publicity for flowers and the florist industry was secured as a result of the vigorous public relations program of the Society of American Florists in 1945.

Large Volume of Publicity.

Magazines with a readership of more than 20,000,000 families carried stories featuring flowers. More than 3,061 radio stations participated in network programs, broadcast stories and eulogized flowers during National Flower Week alone. During that week, and throughout the year, hundreds of individual and independent radio stations likewise gave free time to publicize flowers and the work of florists.

Newspapers with a circulation of 15,000,000 carried monthly pictures of flowers as a result of just one of the Society's many activities—cooperation with the Irish Linen Guild. In addition, hundreds of clippings were received on numerous individual stories about flowers released from time to time throughout the year by the Society.

Good Will Built for Florists.

A great amount of good will was built up nationally and locally by the patriotic activities of the Society, such as the blood donor drives and the bond drives.

The veteran rehabilitation program of the Society was lauded by state and local directors of the Veteran's Administration and

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the U.S.E.S., families of veterans and public leaders. Hundreds of newspaper and radio stations helped to publicize the program, and *Time* magazine in its April 9, 1945 issue cited the Society for its activities in endeavoring to place thousands of disabled veterans.

The weekly floral award made to the leading service heroine of the week in public and radio presentations won attention and applause from the public and the public relations departments of all branches of the service. Many were the subject of theater presentations or were made at patriotic gatherings such as the "I Am An American Day" celebration in Boston, before an audience of more than 50,000 people.

Florist cooperation in promoting Victory Gardening and making the special "growing" knowledge of florists available to the public also proved to be an important good will builder as indicated by the widespread use of the Society's talks on victory gardening.

Public Taught to Use Flowers.

Many articles directed toward teaching the public to appreciate and love flowers and how to use and wear them resulted from the Society's activities. King Features released a story prepared by the Society and pictures taken by it to 1,200 newspapers featuring different ways to wear flowers. The "Language of Flowers" was reprinted extensively. For example, E. H. Durling used it three times in his column syndicated through hundreds of papers. This was taken up and used by G.I's and the public generally, as evidenced by orders to florist shops and demands from florists for this "Language of Flowers."

New Uses of Flowers.

Introducing and popularizing new uses of flowers was one of the interesting objectives attained.

The use of cut flowers for outdoor dining received a large volume of publicity in a special "Mexican Table."

The suggestion of decorating every room of the house with

Society of American Florists

potted plants or flowers was made use of by several magazines, for example, "Ivies for Every Room" in the December 1945 issue of *Better Homes & Gardens*, an article on "The Care of Pot Plants" in *Everywoman*, May, and an article on "House Plants" in December, 1945 issue of *Household* magazine.

National Flower Week.

The inauguration of National Flower Week proved an outstanding success. Not only did flowers and florists receive widespread publicity but there arose a real demand for articles, stories and pictures of flowers extending throughout the year.

The success of this week in stimulating new interest in demand for flowers at this period, which is normally one of the lowest in flower sales in the year, demonstrated the possibilities of building up demands for flowers every day in the year rather than having the bulk of the florist business concentrated on a few peak holidays beyond the ability of florists in many cases to produce the flowers and fill orders.

Since the promotion of National Flower Week was almost entirely dependent upon publicity, it likewise pointed the way to the possibilities for a larger and more intensified stream of flower publicity throughout the year, which is being undertaken. This week proved so popular that it is to be observed yearly, and efforts will be made to enlarge its activities and importance as the years go by.

Government Relations

The Society, acting as a national representative of the florist industry, continued and improved the relations between the government and the industry.

Florists Recognize Success of Program.

The fact that florists themselves recognized the value of this 1945 public relations program of the Society is evidenced by the fact that the financial support from individual florists was increased from \$39,000 in 1944 to \$90,000 in 1945. In addition a 1946 goal of \$200,000 in sustaining membership fees was set

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at a meeting of the Society's Board of delegates in November, 1945. This greatly increased goal was undertaken to make possible carrying on and enlarging the services of the Society and its public relations program so the florist industry which is now doing a business of more than \$400,000,000 may grow and meet greater competition from the gift field in the post-war years.

Chapter Twenty-four

SOUTHERN RAILWAY SYSTEM

BUILDING a better mousetrap no longer is assurance of public demand. In competitive markets, it is necessary to keep pace with others in attracting buyers; and frequently there is also a need for stimulating demand for one's product. The orange growers of Southern California, for instance, found it necessary to develop a market so all of them could increase their sales.

The railroads have been active in developing their regions industrially, so that the freight traffic along their lines would increase. The same sort of activity has been carried on by light and power companies, banks, State governments and tourists' councils. Because this sort of activity is becoming more and more common, and because the program of the Southern Railway is representative of the activities that are getting results, it is included here.

A by-product of this program, for Southern, is increased good will among residents of the South, because the line's activities have helped to "sell" the South to the nation.

OBJECTIVES

The primary objectives of our 1945 Public Relations Program were:

1. To tell people in its territory the story of the Southern Railway in the war; to ask their help when help was needed; to inform them what it was doing to promote the post-war growth and prosperity of the South; and to point out the vital place the Southern occupies in the economic and social life of the communities along our lines.

2. To stimulate interest in the study of railroad transportation in schools located in the territory served by the Southern.

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3. To "sell" the Southland to the nation; to stir the interest of industrialists, businessmen and people everywhere in this great "land of opportunity"; and publicly to record true faith in the future of the up-and-coming, progressive South.

METHODS

The total appropriation for all public relations activities in 1945 was \$334,600. Expenditures were \$330,888.

Practically every medium and method available for the dissemination of information was employed. However, publication advertising was the backbone of the public relations program in 1945. A total of fifty-four advertisements was prepared and placed in a list of 467 publications—providing a total combined circulation of 94,000,000 for the messages.

Five publication groups, with different copy treatment for each, were employed in the campaign. These media groups were:

On-Line Daily and Weekly Newspapers

Southern Business Publications

Southern Farm Publications

State Teachers Magazines

National Magazines and Financial Papers

Advertisements were consistently directed toward the three objectives of the public relations program.

Other activities, which were integral parts of the 1945 program, included:

Writing and distributing 176 press releases and 38 magazine articles and newspaper feature stories; supplying information and photographs to authors, newspaper and magazine writers; and cooperating with radio program directors and commentators.

Producing and distributing 157,000 posters for display on bulletin boards.

Providing speech material and supplying speakers for meetings of civic and business clubs.

Southern Railway System

To market, to market . . .

When the Southern Railway System goes "to market" it takes along a "shopping list" of about 65,000 different items. It buys more than sixty million dollars worth of these items in a year.

Using almost everything...from tooth-picks to crossties, from pins to steel rails...there are few articles produced in the South that the Southern doesn't buy.

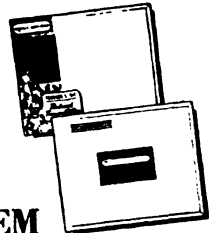
And there are few cities, or towns, or counties in the South that do not feel the helpful effect of railway purchases. They ring cash registers and provide jobs for Southern workers...year after year...in good times and bad.

Thus, through its purchases, the taxes it pays, the 50,000 railroad jobs it provides, and the vital transportation service it renders, the Southern Railway System really "Serves the South"... and helps it to grow and prosper.



Basic information on the railway industry is contained in a "Teacher's Kit" prepared by the Association of American Railroads and a "Pupil's Kit" prepared by the

Southern Railway System. Free copies of both are available to school officials and teachers. Write to Holcombe Parkes, Assistant to the President, Southern Railway System, Box 1808, Washington 13, D. C.



SOUTHERN RAILWAY SYSTEM

**THIS ADVERTISEMENT, WHICH SEEMS TO SELL NOTHING, HELPS
TO IMPRESS ITS READERS WITH THE INTEGRAL
IMPORTANCE OF THE RAILWAY TO THE SOUTH.**

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Writing, producing and distributing 324,000 copies of booklets, folders, and other literature.

Writing and distributing a weekly *Staff Bulletin*, sent to 950 Southern Railway officers, containing information about the railway industry, the Southern Railway and the South.

Cooperating with educators and preparing and supplying educational material, including 212,909 copies of comprehensive "Kits" for use by teachers and students.

The Pupil's Railroad Kit was the highlight of the Southern Railway's activities in the educational field during 1945. This kit was prepared during the year in order to have appropriate material with which to answer an increasing number of requests from children for railroad pictures, information and literature, and as an aid to the study of transportation in the schools.

Distribution of the Pupil's Railroad Kit was confined to the territory served by the railway. For the most part, the kits were sent in bulk to teachers, upon request, for distribution without charge to students in the fifth, sixth and seventh grades.

The availability of the kit was brought to the attention of teachers by mentioning it in the railway's advertising in the State Teachers' Magazines, and through personal calls on the heads of the state departments of education and the county and city school superintendents.

The kit was immediately popular, and from April through December a total of 207,000 copies were distributed upon request of the teachers.

RESULTS

It is difficult to measure the results of a public relations program; however:

The Southern enjoyed exceptionally friendly relations, during the year, with the press, and with Government authorities, educators, customers, and the public in general.

Southern Railway System

Editorial comment increased, and was exceedingly favorable to the Southern and to the railway industry.

Commendatory letters, and requests for information and material showed a large increase.

There is evidence that the advertising and other public relations activities improved employee morale. Moreover, the advertising was definitely responsible for the location, in Southern territory, of some of the 148 industries which were established along the lines of the railway in 1945. In addition, the advertising received these accolades during the year:

Two of the Southern's 1945 newspaper advertisements were picked by the Jury of Wartime Advertising Awards for inclusion in the "Hundred Outstanding Wartime Advertisements" of the year and Certificates of Merit were presented to the railway.

The Southern's newspaper advertising was included in the Seventh Annual Volume of the Blue Book published by the Bureau of Advertising of the American Newspaper Publishers' Association as one of the sixty-nine "most successful newspaper campaigns of 1944 and early 1945."

Chapter Twenty-five

THOMAS PAINE MEMORIAL DRIVE PUBLICITY ASSOCIATES

THERE are unlimited possibilities among the problems that can confront a public relations counsel. The great majority of them may fit, loosely, certain patterns which are familiar. Yet he must be able to accept an assignment requiring concepts and methods which are unusual.

Such a project was presented to the public relations firm of Publicity Associates by the Thomas Paine Memorial Committee. The way the firm employed good judgment, sound analysis and effective techniques to achieve the goal is a concise example of how a well-trained public-relations mind can cope with unfamiliar circumstances.

This program will not provide a compass in meeting other unusual problems, but it is illustrative of the versatility and judgment that are part of the make-up of the good public relations man. Development of such judgment and versatility require lucid thinking, intimate knowledge of public reactions and experience in handling a wide variety of projects.

OBJECTIVES

The major objective of the campaign conducted by Publicity Associates for The Thomas Paine Memorial Committee was to elect Thomas Paine, author of "Common Sense" and "The Crisis Papers," to the Hall of Fame of New York University.

A brief history of the assignment is necessary for an understanding of the program.

For many years a group of nationally and internationally eminent individuals, who had organized themselves into the Thomas Paine Memorial Committee, had been seeking to overcome the effects of a 150-year-old campaign of vilification of

Thomas Paine Memorial Drive

Thomas Paine, and to restore him to his rightful place of honor among those who helped make the United States a free and independent nation. Without benefit of public relations counsel, whose assistance they considered beneath their dignity, they tried without success on several occasions to have Thomas Paine elected to the Hall of Fame. They attributed their failure to the persistence of the libels against Paine and misinterpretations of his views on religion, which tended to obscure the contributions Paine had made to the founding of this nation.

Late in the spring of 1945, however, after the Thomas Paine Memorial Committee had once again placed his name in nomination before the electors of the Hall of Fame, its secretary, Mr. Joseph Lewis, came to Publicity Associates and asked if they could help.

Being thoroughly familiar with the career of Thomas Paine and with the gross libels against him, the firm was eager to undertake a program for the committee. Its eagerness was further stimulated by recognition of Thomas Paine as the United States' first "public relations man," a charter member of its profession.

During preliminary discussions the committee's representative confessed a measure of timidity with respect to using the counsel of professionals. He attributed his timidity to the eminence and scholarly positions of members of his committee and the electors of the Hall of Fame.

The committee's representative frankly expressed fear that we might want to engage in undignified activities which would be resented by both groups. Publicity Associates assured him that they abjured "press agency" and that "launching an electioneering campaign for a man who has been dead for more than a hundred years" had no place in the firm's thinking.

Publicity Associates outlined an educational program directed at stimulating nation-wide interest on the part of the press and radio commentators in commenting editorially on the fact that the time had come when Thomas Paine could no longer be denied the honor due him.

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They advised against production of leaflets and broadsides for distribution to the Hall of Fame electors. It was suggested that direct contact with them be kept on the highest plane and in accordance with tradition, which permitted individual members of the committee to write personal letters to electors urging support for Thomas Paine's candidacy. It permitted individual members of the committee to send clippings of editorials and other pertinent published matter to electors.

The aim was to stimulate so much interest in Thomas Paine prior to the final balloting that the electors could not avoid being impressed with this national interest in the man, as a result of their own day-to-day reading.

The committee appropriated \$750 to finance the program. Among contributors was the E. P. Dutton Company, publishers of W. E. Woodward's new biography, "Tom Paine—America's Godfather." Actual expenses slightly exceeded \$1,050. Dutton also gave 50 copies of the Woodward biography. Extra time devoted by members of our organization to the program was their individual contribution to the campaign. A small deficit was made up by additional contributions from members of the committee. Publicity Associates absorbed part of the expense because of their interest in the project.

METHODS

Steps taken to achieve the objective were directed at a climax to occur on Independence Day, 1945. The steps were evolved out of research into the career of Thomas Paine and the prior activities of the Thomas Paine Memorial Committee.

Because of the time element involved virtually all activity was aimed at enlisting the interest of newspapers and radio. The new 1945 nomination of Thomas Paine for a place in the Hall of Fame had previously been announced through the press.

This procedure was followed:

1. A modest release was issued accompanied by a picture, announcing that the Gutzon Borglum statue of Thomas Paine,

Thomas Paine Memorial Drive

presented to France by the committee just prior to World War II, had been preserved from the Germans. The release announced that plans were being made for the erection and unveiling by the new French Government.

2. Then a comprehensive editorial memorandum was sent to principal daily newspapers in all parts of the country. This memorandum discussed the honor about to be conferred on Paine by France in the light of the failure of America to do him similar honor. It reviewed the campaign of vilification against Paine and suggested that during this year when the final stages of World War II were being fought, the appropriate time had arrived for this nation to honor its great champion of "human liberty" by giving him a niche in the Hall of Fame.

3. A special editorial memorandum was prepared and distributed to Negro newspapers. It discussed Paine's early and active interest in emancipating slaves and pointed out that his name had again been placed in nomination before the Hall of Fame electors along with that of Booker T. Washington, the great Negro educator.

4. Members of the committee who write regularly for publication were offered suggested special phases of Thomas Paine's career for them to discuss. Radio commentators were furnished with script material about Paine and using Mr. Woodward's new "Tom Paine," appearances on the radio for the author were arranged.

5. Meanwhile the climax was being developed. It was discovered that Thomas Paine had been denied the right to vote in New Rochelle upon his return from France. Though his home in New Rochelle had been presented to him by the State of New York in appreciation of his services in establishing the United States as a free and independent nation, the Tories in charge of the New Rochelle election machinery in the year of 1809 claimed that Paine had sacrificed his right to vote by accepting honorary citizenship in the French nation.

Public Relations in Action

Publicity Associates brought this matter to the attention of the Mayor of the City of New Rochelle. They suggested that he restore to Paine, posthumously, and by proclamation, the rights of citizenship that the Tories had denied him more than one hundred years ago. The legality of the restoration was checked and found firm. The Mayor agreed. It was proposed that the ceremonies be made the most important part of New Rochelle's observance of the Fourth of July, 1945, a national holiday which Paine had helped to make possible. The Mayor agreed. The New Rochelle Civic and Commerce Association sponsored the ceremonies.

Publicity Associates assisted the Civic Association in announcing the event and in inviting New York newspapers, wire services, picture services, weekly magazine writers and radio news commentators to cover it. Members of the Thomas Paine Memorial Committee were also invited to be present, along with members of the Thomas Paine Historical Society. The latter organization has converted the Thomas Paine home in New Rochelle into a museum and it was in this connection that the ceremonies were scheduled. A copy of the Mayor's proclamation was presented to representatives of both societies and the original was placed in the museum.

The event was the single most-publicized community Independence Day ceremony of 1945, on the basis of clippings which poured in from near-by New York newspapers, from newspapers all over the nation and from England and Hawaii. All major news broadcasts on the Fourth of July, 1945, appear to have reported on the event throughout the day.

Almost immediately, with the *New York Times* and the *Herald-Tribune* taking the lead, editorial comment reflecting the effectiveness of the preliminary memorandum began to pour in from all parts of the nation. Many strongly urged the election of Thomas Paine to the Hall of Fame in 1945. All applauded the restoration proclamation.

Thomas Paine Memorial Drive

6. With restoration of the citizenship of Thomas Paine an accomplished fact and the nation's newspapers applauding this act, the staff proceeded to suggest feature story treatments of Thomas Paine's life to newspapers in localities where he had lived and been active. This brought several good results. Mr. Woodward was scheduled to appear on several additional radio broadcasts.

7. Members of the Thomas Paine Memorial Committee were encouraged to write personal letters to electors and to include one or two, but not more, clippings from selected newspapers.

8. Publicity Associates brought the proclamation to the attention of U. S. Senator James Mead of New York and assisted him in preparing an address which he delivered on the floor of the Senate and by means of which he read the proclamation of the Mayor of New Rochelle into the Congressional Record. Time was taken out during the Senate's final consideration of UNO measures to permit Senator Mead to make his Thomas Paine address. This was deemed appropriate because, as was pointed out in the news releases, Paine has written a plan envisioning the eventual establishment of an international organization of nations for the maintenance of peace.

9. Columnists, among them L. L. Stevenson and Charles B. Driscoll, were stimulated to write about Paine. Interestingly enough, the only dissenter during the entire course of the program was Driscoll. His dissent, on the ground that Paine was verbose, however, served only to stir his readers to strong defense of Paine in letters to the columnist quoting editorials in favor of the move to put the revolutionist in the Hall of Fame.

Though Publicity Associates' arrangements with the committee terminated on August 15, the staff continued to press the work on the program actually through September. The results in comment by the press were apparent through October.

Public Relations in Action

Voting on the Hall of Fame candidates occurs once every five years. The electors announced their selections for the past five-year period on October 31, 1945.

Thomas Paine's name was at last among those chosen. Booker T. Washington also had been elected.

Chapter Twenty-six

TRAILER DEALERS NATIONAL ASSOCIATION

F. W. McKENNEY AND ASSOCIATES

THERE are a great many ways for an organization to benefit itself in serving the public. The only basic requirement of such a program is that the client or cause either be identified with the service, or gain from the results. Financial World, the American Meat Institute, the Institute of Life Insurance and others benefit from identification with public-service activities. The American Fat Salvage Committee, the Institute of Life Insurance and the Long Beach Retailers, Associated, benefit from the results of their public-service efforts.

The program of F. W. McKenney and Associates for the Trailer Dealers National Association during various war bond drives used the identification technique very skillfully. Inherent in the campaign was the use of trailer coaches as centers of activity. By attracting the attention of thousands of people to the usefulness and comfort of the trailers, the campaign performed an important public education function for the industry.

Such a close tie-up between the service performed and the product being promoted is to be desired when it is possible, to assure fullest benefits for the sponsor.

OBJECTIVES

1. To aid the United States Treasury in selling war bonds. VE-Day was expected daily. Reconversion programs had already been inaugurated. Common thought was that when the war was won in Europe, war bond drives would cease. Government employees as well as war and civilian workers were uncertain of their future employment. Many of them were seeking em-

Public Relations in Action

ployment elsewhere. Transportation expenses and money enough to tide them over to new employment was more important in their minds than buying government bonds.

2. To provide an opportunity for many to take part in a worthwhile patriotic cause. Business firms, associations and individuals were willing to contribute time, entertainment and prizes to promote the sale of war bonds, thereby giving them an opportunity to contribute to a patriotic cause.

3. To justify the United States government agencies' judgment for having established priorities for programmed production of trailercoaches to be used as permanent housing. It was important to the war effort that all actions of the government agencies have popular approval. Government agencies had allocated materials and planned a construction program for the building of trailercoaches for construction and migratory workers, veterans and others eligible; yet the average person associated a trailercoach only with a vacation, fishing or hunting trip and did not realize that they were more completely furnished than many conventional types of housing offered these people. Neither did people realize that trailercoaches were easily moved from one location to another.

(This program was designed to bring favorable attention to the use of a trailercoach as a steppingstone to a permanent home.)

METHODS

By happy circumstance, the methods by which this public relations problem was solved not only utilized the trailercoach in its most advantageous aspects but it also enabled the trailercoach industry to perform a notable patriotic service.

This patriotic service consisted of the sale of more than \$2,500,000 of Series E War Bonds in the city of Washington alone.

This campaign and its results become even more significant with the knowledge that the trailercoach industry had no appro-

Trailer Dealers National Ass'n

priation for the campaign. F. W. McKenney and Associates expended approximately five hundred dollars.

Early in 1945, with the war then in its fourth year, the sale of war bonds, particularly Series E Bonds, became increasingly difficult and the goal of each successive War Bond Drive became larger. It was with this in mind that F. W. McKenney approached officials of the District of Columbia War Finance Committee and offered to them the use of trailercoaches as War Bond Caravans with the suggestion that such use would not only result in substantial direct sales of War Bonds but would throughout the War Bond Campaign serve as an animated and persuasive advertising medium for bond sales. Subsequent events fully justified this belief. The District of Columbia War Finance Committee accepted the offer.

F. W. McKenney and Associates then obtained the free use of two trailercoaches, one from the American Trailer Company of Washington, D. C. and one from Richter Trailer Sales, Berwyn, Maryland. The trailercoaches were equipped with public address systems, voice recording devices and were prominently painted and labeled as War Bond Caravans.

Sponsorship of the trailercoaches was undertaken by the D. C. War Finance Committee, the American Public Relations Association, the Junior Chamber of Commerce, The Trailer-coach Dealers National Association and the Pepsi-Cola Company.

The United States Army assigned a soldier and a jeep to transport the Caravans to various points of vantage throughout the city.

The trailercoaches were utilized throughout the seventh War Bond Drive in a manner reminiscent of the traveling medicine show. One trailercoach was assigned to special events, such as Treasury bond rallies; Army, Navy and Marine demonstrations; sporting events; the christening of giant planes by Mrs. Truman, etc. One trailercoach would be parked at a point of vantage, such as immediately in front of a leading theater, and

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a master of ceremonies was in attendance at each trailercoach at all times to present impromptu entertainment to attract and hold a street audience. He then made a spirited appeal to this audience to purchase Series "E" war bonds. A staff of bond writers was inside the trailercoaches and all bond purchasers entered the trailercoach and had an opportunity to inspect the interior in detail.

As an inducement to the prospective purchasers, a variety of premiums, contributed by local merchants, was offered with bond purchases and with every bond purchase the purchaser through the courtesy of the Pepsi-Cola Company had an opportunity to make a recording of his voice inside the trailer. These recordings, which numbered in the thousands, invariably contained some mention of the Caravan and of the seventh War Loan Drive. They were sent to every state in the Union.

This procedure proved so effective as a bond-selling medium that F. W. McKenney and Associates were approached by Treasury officials to undertake a similar operation in the eighth War Loan Drive, and they asked Mr. McKenney to institute similar trailercoach activity for the sale of war bonds in other cities. This Mr. McKenney did when he appealed to the entire trailercoach dealer industry:

"The Victory Bond Drive will be underway October 29. If it is permissible to park a trailercoach on the Capitol grounds of the United States, it should certainly be permissible to park them at any State capitol or city hall. In larger cities there should be several trailercoaches in this next bond drive. The quota of the last bond drive for Washington was increased \$10,000,000. I subscribed for our quota, \$1,000,000, and exceeded it by \$300,000 in "E" Bonds, sold at the caravans in direct sales. Merchants and theaters reported that their inside sales doubled and trebled whenever a caravan appeared in front of their place of business. Don't miss this opportunity."

The response to this appeal was most satisfactory and trailercoaches in the role of war bond caravans appeared on the

Trailer Dealers National Ass'n

streets of cities throughout the country.

In the Eighth War Loan Drive, sponsorship of the caravan in the District of Columbia was undertaken by the Moving Picture Owners Association, the Junior Chamber of Commerce, the Trailercoach Dealers National Association and the Liberty Coach Company, which donated a fully equipped Liberty trailercoach valued at \$2,500, which was given to a lucky bond purchaser. The Liberty Company also donated the use of a traveling caravan.

RESULTS

The following results were obtained from the objectives stated herein:

1. Aiding the United States in selling war bonds. A total of \$2,500,000 worth of Series "E" war bonds was sold by the bond caravans during the seventh and eighth War Loan Drives.

2. Providing the opportunity for many to take part in a worthwhile patriotic cause.

- (a) The American Trailer Company and the Richter Trailer Sales furnished two trailercoaches to be used as bond caravans.

- (b) Several members of the A.P.R.A. manned one of these caravans every day during the Seventh War Bond Drive and obtained the locations, entertainers and masters of ceremonies for it.

- (c) The Junior Chamber of Commerce sponsored and manned the other bond caravan, which provided them with the opportunity to win second place in a national awards contest for Junior Chamber of Commerce public relations activities.

- (d) The Pepsi-Cola Company furnished an engineer for each caravan and made records of the voices of each bond purchaser, mailing them to their destination as requested by the purchaser.

- (e) The United States Army contributed the use of a Jeep and driver to tow the bond caravan from one location to an-

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other. GI's and veterans contributed to the entertaining and bond selling. Army and Navy bands gave programs at the bond caravans.

(f) Hundreds of people participated in the street shows. Scores of merchants contributed prizes to be given with war bond purchases. Radio stations broadcast from the streets weekly. The motion picture theater owners provided cashiers, entertainers, masters of ceremonies and bond salesmen.

(g) In the Victory Bond Drive, the Liberty Coach Company of Syracuse, Indiana, contributed a new Liberty trailer-coach, valued at \$2500, to be used as an incentive in stimulating the sale of war bonds. The firm also furnished a working caravan.

3. Providing justification of United States government agencies' judgment for having established priorities for programmed production of trailercoaches to be used as permanent housing.

(a) The Federal Housing Expediter has decided to include 50,000 trailercoaches in the President's program of 2,700,000 emergency homes for veterans.

(b) Congressmen and other officials have expressed increased acceptance of trailer coaches as interim housing.

(c) Once-critical persons have written letters, after seeing caravan trailers, expressing their enthusiasm and change of attitude toward trailers.

(d) It has been estimated by Junior Chamber of Commerce officials that nearly 90 per cent of the population of Metropolitan Washington, which constitutes approximately 1,250,000, saw the bond caravan at least once during the Seventh and Eighth War Bond Drives. Approximately 100,000 persons, purchasers of \$2,500,000 in "E" war bonds, went through the caravan and had an opportunity to inspect it. Many of them reported that they had bought an "E" bond just to have the opportunity to inspect the interior of the caravan.

Chapter Twenty-seven

UNITED STATES COAST GUARD

THE Coast Guard, like the CIO, is in the position of a minority group—hidden in the shadow of the far larger Army and Navy. Unlike the CIO, however, it has very receptive media to aim at in reaching the public, and its problem in disseminating information about itself is much more external than internal—the reverse of the CIO.

This situation made it necessary for emphasis to be placed upon efficiency in handling information and photographs for the press, and material for radio and motion pictures. Accordingly, the Coast Guard pioneered the establishment of a production-line technique for “home-town stories,” and in organizing a crew of expert on-the-scene photographers and movie cameramen.

It is notable that a disproportionate share of the memorable war pictures were taken by Signal Corps photographers, and that the Coast Guard came out of the war far better known and in a better relative position in public opinion than it entered.

As an example or large-scale organization for publicity purposes, this outline of the Coast Guard's job is good. It also will afford numerous ideas for other publicity men who are setting up more limited campaigns.

OBJECTIVES

1. To acquaint the public with the work of the Coast Guard, the part it has played in the war and the peacetime duties it performs for the Treasury.
2. To build up morale among men of the Coast Guard, especially those overseas, by giving them due public recognition for services rendered. To publicize medal winners. To

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build morale of families back home.

3. To cooperate with other publicity officials in supplying radio talent, musicians, men for incentive speeches, bond rallies, etc.

4. To keep material for historical purposes—written by combat correspondents and pictured by combat photographers.

5. To review all material for censorship clearance and national security.

6. To show to the public benefits of the service and to urge young men and women to join the Coast Guard in the service of their country.

7. To correct misimpressions of the service by reporting faithfully.

8. To stress accuracy and quality of work, and to conform to American traditions which are generally accepted among public relations men.

METHODS

Recruiting.

The Public Information Division cooperated closely with recruiting officers to recruit several hundred Coast Guardsmen per month for replacement purposes. This service involved personal solicitation; press releases; the writing and distribution of posters, leaflets, and booklets; the exhibition of Coast Guard films; and radio coverage.

The Combat Correspondent Section.

The Correspondent Section of the Public Information Division was set up to gather and distribute to the public, information about the Coast Guard's role in this war in the form of news stories, feature articles and magazine pieces.

Organized along the lines of a civilian news gathering agency, the Correspondent Section was composed of two groups:

1. Correspondents in the field—mostly enlisted men with newspaper or writing backgrounds.

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2. The Home office (Headquarters Staff) which processes and distributes stories and handles all problems of administration and organization.

Selection of Correspondents.

The following have been the methods for recruiting and selecting men for correspondent assignments:

1. The Classification Section of the Training Division furnished a list of all Coast Guard enlisted personnel with newspaper or writing experience. Complete information concerning the civilian background, education and age of each man was included.

2. A personal bulletin to all district Coast Guard offices announced the formation of the correspondent section and directed men with suitable backgrounds to forward requests for correspondent assignments to headquarters.

3. An investigation was made of all men attached to district public relations offices, district station and operating base publications, and editors of ships' newspapers.

These sources brought forth the names, rates and present stations of about 150 possible correspondents. Men with the best backgrounds and experience were ordered to headquarters for a brief period of indoctrination to determine if they fitted the requirements of the assignment.

Selection was based on previous experience and demonstrated ability, availability, present station and rating.

Because of the nature of their assignments, correspondents were on their own initiative most of the time. However, headquarters provided frequent incentives to keep men in the field on their toes and working at top capacity.

Indoctrination of Correspondents.

When the new correspondent reached headquarters he underwent a brief period of indoctrination based on the following:

1. Observed and participated in the processing of other correspondents' stories—sat in while stories were edited, did some

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rewriting himself. Helped to distribute correspondent stories; was shown the importance of uncovering every possible outlet for a story before it left his hands.

2. Was taught that "name stories" have been, and will continue to be, the backbone of the correspondent section; was shown why writing personal stories about Coast Guardsmen by name is probably the most important part of his assignment.

3. Spent considerable time with a returned correspondent who went over the style manual with him, answered his questions and made suggestions based on personal experience about how he should go about fulfilling his correspondent assignment aboard ship.

4. Was equipped with a portable typewriter, style manual, correspondent card and additional supplies such as dictionary, notebooks and pamphlets.

It has been the custom for the chief of the Public Information Division to address a letter of explanation concerning the correspondent's duties to his new commanding officer.

The News Desk.

The news desk is the nexus of the Correspondent Section. It is responsible for the following: Processing all correspondent copy; maintaining close relations with correspondents in the field—acknowledging receipt of stories; sending out reports on publication of stories and articles; answering requests for information and supplies; suggesting stories; originating letters of criticism and praise of correspondents' work.

In addition to directing the editing, rewriting and distribution of all correspondents' hometown stories, feature stories, magazine articles and general news releases, the news desk is responsible for publishing the *War News Clipper*, a newspaper editor's clippingsheet; processing news stories of Coast Guard personnel submitted by district Public Information officers; censoring and forwarding of unsolicited manuscripts submitted by Coast Guard personnel for clearance and publication.

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News stories from district Public Information offices are submitted to the Navy for review and then processed and distributed by the News Desk.

Distribution of Correspondent Stories.

Correspondents' stories and articles were distributed to the following outlets:

1. Hometown newspapers
2. Employees' house organs
3. Industrial trade journals
4. College alumni bulletins
5. Fraternity magazines
6. Wire services (AP, UP, INS, etc.)
7. All types of magazines
8. All Coast Guard publications
9. District Public Information officers

"Name stories" about Coast Guardsmen made up the bulk of the releases. Exceptional "name stories" were given additional distribution to district Public Information officers and to Coast Guard publications.

The Clipper.

The *War News Clipper* is a newspaper clippingsheet distributed fortnightly to 2,500 weekly newspapers throughout the U.S.

In addition to the newspapers, the *Clipper* is mailed to district Public Relations offices, editors of all Coast Guard publications, and editors of ships' newspapers.

Two hundred mats of each cut used in the *Clipper* are available with each issue. Procedure has been to mail 150 mats and hold 50 to fill requests and outside orders.

A new mat list is made up for each issue. When an editor is sent mats, a mimeographed form and return envelope are enclosed in case he wishes to be placed on the permanent mailing list. A back file of mats is maintained to fill requests.

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Public Information Newsletter.

To keep photographers, correspondents, and Public Information officers in the field informed of current activities of the Division and of each other, *The Public Information Newsletter* is distributed fortnightly.

Books.

The Coast Guard Public Information program has inspired the writing and publishing of a number of books. Some of these have been done by civilians for commercial publishers. Others like *Sinbad of the Coast Guard* have been written by seasoned Coast Guardsmen while on active duty. *Sea, Surf and Hell*, compiled and edited by members of the Public Information Division, has carried the story of Coast Guard activities to thousands of homes in America. Lt. Commander Jack Dixon's *Our Sons Will Triumph* has won acclaim as one of the realistic picture books of this war.

Pamphlets.

One example of pamphlets prepared for distribution is the 48-page booklet on "Electronic Aids to Navigation." More than 14,000 copies of this publication have been distributed on requests from manufacturers, engineers and shipping companies.

A number of fact books on "Aids to Navigation," "Safety at Sea," and other topics related to ships were prepared and distributed by the Coast Guard.

Art Work.

Coast Guard artists participated in the "*Times-Herald* Art Fair" of 1945 and took three of the big cash prizes.

Ken Riley's canvas "For Thine Is the Kingdom" on a burial at sea won Grand Prize in Washington's *Times-Herald* Art Fair in 1944.

Combat art exhibits were sent through the United States with a combat artist present to comment on the pictures and give a first-hand account of what he had seen.

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Commemorating the 155th anniversary of the Coast Guard, a new postage stamp was designed by Ken Riley.

A Coast Guard War Memorial has been designed by Norman Thomas. With funds raised by voluntary contributions from Coast Guardsmen, it will be cast in bronze in duplicate—one memorial for the Battery, New York City; another for the New London Academy.

Comic strips by Joe Simon were placed in the newspapers of the nation, telling true stories of Coast Guardsmen.

A color booklet of drawings by Joe Simon entitled "Adventure Is My Career" showing life at the Coast Guard Academy was used in recruiting.

Radio.

The radio activities of the Coast Guard Public Information program in 1945 were extensive. Specially trained technicians went into the battle zones to make recordograph records of interviews with fighting men. These recordographs were placed on stations throughout the nation, especially on stations in and near the home towns of the persons interviewed. There were also three network radio shows featuring Coast Guard personnel. The program also included approximately thirty local radio programs throughout the nation dealing with Coast Guard subjects. Prepared recordings telling of the role of the Coast Guard were released to broadcasting stations on V-E and V-J Days; a total of 1,600 records were circulated throughout the nation for these two programs alone. All of these radio shows featured various phases of Coast Guard experience and the performance of individual Coast Guardsmen on the fighting front.

Combat Photographers.

The combat photographers included, for the most part, former newspapermen and news cameramen. After a brief indoctrination period at headquarters, they were assigned aboard cutters, invasion transports, LST's and other fighting

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craft operated by Coast Guardsmen. Most of their training was gained the hard way, on the beachheads, on rolling seas, in the tropics and in the Arctic.

A relatively small number of photographers "covered the war" for the Coast Guard. When invasion forces swung into action, the Coast Guard lensmen were always in the "hot spots," and that was the chief reason why their pictures packed a punch. Their stories of "close shaves" are becoming legends in the Coast Guard.

Motion Pictures.

The Public Information division has built extensive libraries of motion pictures and still pictures. At the beginning of the war the Coast Guard had no motion picture organization and no library of motion pictures. At present there is a fine motion picture library covering peacetime as well as wartime pictures. Practically every phase and operation of the Coast Guard is included. All material is catalogued and cross-referenced for immediate identification.

During the war a number of "Recruit Trailers" were produced in addition to the following motion pictures: "Normandy Invasion," "Carry the Fight," "Serving the Merchant Marine," "The Story of a Dog," "Along Our Shores," "Story of a Transport," "LST Story," "To the Shores of Iwo Jima," "Semper Paratus," and "Battle Station." These pictures were produced by the Coast Guard Motion Picture Unit which maintains laboratories in New York City.

Warner Brothers released a full length color feature entitled "Beach Head to Berlin," which was made entirely from Coast Guard film. This was the only color coverage of the Normandy invasion. Columbia Pictures produced a full length musical feature entitled "Tars and Spars," which was featured throughout the country and enjoyed a two-week run at Loew's State theater at Times Square on Broadway. Both of these pictures have received highest praise from critics.

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Coast Guard Recruiting Show.

The picture "Tars and Spars" was adapted from a Coast Guard stage show of the same name which played in every major city in the country during 1944 and 1945. This stage show was created and produced on a professional basis with musical scores, dance routines and vaudeville skits which compared favorably with the best that Broadway had to offer. It had a highly successful run at the Strand Theatre in New York in 1944. The purpose of this theatrical production was to stimulate recruiting for the Coast Guard Women's Reserve. All expenses incident to the nation-wide tour were paid for out of box-office receipts.

A Coast Guardsman, Sid Caesar, who appeared in both the stage and film versions of "Tars and Spars," has already been signed by Columbia Pictures and is being hailed as the best young comic of the year.

The Coast Guard appeared almost weekly in the national newsreel releases and "March of Time," and has also been well represented in Army and Navy secret films.

The Individual Pictures for "The Folks".

The Coast Guard developed the home-town story and picture as a major policy of war coverage, maintaining a high quality of pictures and accuracy in handling names and factual information. This emphasis on the participation of the individual Coast Guardsman in battle activities proved to be a good antidote for the widespread mistaken notion that the Coast Guard stayed close to home and had very little to do with battle. The home-town program was especially effective in building the morale of men on duty, of their families back home and of workers in defense plants.

So successful was this home-town program that the plan was widely copied by other services. Some facts and statistics of this home-town program are:

1. In 1944, a total of 3,150 pictures per week were released to 1,260 newspapers. In 1945, 6,000 pictures were released per

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week. The quantity doubled from 163,000 in 1944 to more than 300,000 in 1945.

2. A photographer in the Pacific reported that 85 per cent of his pictures were used. He made this calculation by counting actual clippings returned to his ship from families of the men.

3. An average of 450 newspapers were served daily.

4. In addition to home-town newspapers, prints were sent to (and used by) house organs of companies formerly employing these Coast Guardsmen, college alumni bulletins, high school papers and fraternity organs.

5. One print was forwarded to each man on his ship. Ship's officers reported that this practice was a great morale-builder for men afloat.

6. The Negro press was covered through OWI. Approximately one hundred prints per week went to the Negro press of the nation.

7. Following V-E and V-J days, home-town pictures of boys returning home from battle areas were rushed to local newspapers in time to be printed before the boys arrived home.

8. Home-town pictures continued to be sent to newspapers until November of 1945.

Some Pertinent Facts.

Daily average distribution of home-town pictures in 1945

Coast Guardsmen's photos processed 330

Number of prints mailed to outlets 1,040

Average number of prints per man 3.5

Newspapers to which prints were sent 332

Average number of prints per outlet 3.13

Total prints to each paper (Chicago) from 1 to 18

Yearly total of home-town prints distributed

1944 163,000

1945 300,000





United States Coast Guard

Historical File of Pictures and Stories.

In addition to the current value of individual stories and pictures of Coast Guardsmen, the Public Information division has been mindful of the importance of historical materials. Accordingly, systematic files of pictures, negatives and story materials have been established for permanent reference.

In 1945, 676 pictures taken by Coast Guardsmen were considered to be of sufficient current news value to be distributed by the wire services. Since the beginning of the war approximately 4,000 pictures have been distributed by the wire services. Copies of all the above were furnished to the National Archives and the Library of Congress, where they serve as reference and source material.

In the Public Information film library there are approximately 80,000 negatives of historical and technical value. This collection is being analyzed and catalogued to serve as a reference reservoir for the various services, advertisers, teachers, historians, as well as the source for future feature newspaper and magazine releases.

Coast Guard's Historical Program.

The historical program is designed to furnish the public with an authoritative history of the Coast Guard's accomplishments during World War II. This is being done by means of a series of thirty historical monographs, each of which covers a phase of Coast Guard operations in the war by means of officially documented narratives. Altogether five of these monographs had been completed by the end of 1945. These are: "Introduction," "Greenland Patrol," "Marine Inspection," "Assistance" and "Beach Patrol." Seven others were in preparation, including "Alaska," "Pacific Landings," "North Africa," "Sicily-Italy," "France," "Aviation," and "Women's Reserve." Eighteen of these monographs remain to be written. When they are completed, there will exist in written form the most com-

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prehensive compilation of source material that has been brought together in any period of the Coast Guard's history.

In order to complete the series which will embrace historical monographs on such operations as "The Establishment of Loran Stations," "The Operation of Hearing Units at Home and Abroad," "Weather Patrol," "The Lost Cutters," "Intelligence," "Aids to Navigation," "Communication," "Port Security," "Auxiliary," "Temporary Reserve," "Public Relations," etc. the history of the Coast Guard in the districts had first to be written. Accordingly in March, 1945, a directive was sent to each district Coast Guard officer calling for the appointment of a district historical officer. In May, 1945 an outline for the writing of the district histories was furnished each of these officers. It indicated in detail what was required in submitting the history of some thirty Coast Guard activities in each district from the time of its organization.

It is expected that most of these District histories will be completed by the end of 1946 and from them the remaining historical monographs on the Coast Guard's activities can then be written. All of these monographs have been multilithed letter-size and illustrated with an accompanying page photograph for each page of text. Collectively they will constitute the "History of the Coast Guard in World War II."

The "War Diaries" submitted by each Coast Guard cutter (monthly and each district semi-monthly) are being abstracted so that the future historian may have ready access to all the basic and authoritative facts regarding the Coast Guard's accomplishments from 1942 to date. Collections of ship's histories have also been made and a variety of other historical data collected, including copies of all orders, directives and important letters issued at headquarters. The result will be a compendium of historical documents which future historians will find rich in fact and reliable in character.

United States Coast Guard

RESULTS

1. Although the smallest of the four armed services, the Coast Guard's exploits became well known in this war. Public credit was given the Coast Guard for all war phases in which it participated. Such credit was obtained largely through efforts of the Public Information division.

2. The Coast Guard started a home-town news coverage which proved so effective as a morale builder and so potent as a medium of spreading information about the service that the system was adopted by the other services.

3. Industrial incentive officials in defense plants and publicists for bond rallies constantly called upon the Coast Guard for talent and incentive stories and pictures.

4. Coast Guard photographs were used throughout the country in number far outweighing the comparative size of the Coast Guard. A number of photographers won commendations and prizes for the excellence of their pictures.

5. Because of the publicity given to the Coast Guard's active participation in the war, recruiting was greatly facilitated.

Chapter Twenty-eight

U. S. VICTORY PULPWOOD CAMPAIGN

by Frank Block and Associates

THE paper-using business in the United States during the war joined in a two-phased program to maintain, as nearly as possible, the supply of paper for civilian use. One phase involved collection of used paper for reprocessing, and this campaign was very familiar to everyone. Equally important but less well known was the drive to increase cutting of timber.

This campaign was necessarily aimed at special groups—the actual and potential lumberjacks of the forest regions, and the farmers who had cuttable woods on their land. The efforts required heavy concentration in media reaching only these groups.

Because it used a wide variety of techniques and avoided waste effort or expense in effecting a hard-driving program, the work done by the U. S. Victory Pulpwood Campaign is of interest to a great many public relations practitioners.

OBJECTIVES

A continuation of a war campaign begun in 1943, the 1945 U. S. Victory Pulpwood Campaign had as its objectives . . .

1. To induce the farmers of the nation to cut pulpwood on their own woodlots through an educational campaign.
2. To keep workers in the pulpwood industry—in woods and in mills—on the job.
3. To recruit woods and mill workers in order to overcome a critical man-power shortage within the industry.
4. To point out the importance of the pulpwood industry to the communities, counties and states in which the industry

U. S. Victory Pulpwood Campaign

operates, as well as the importance of pulp and paper products, industry payrolls and taxes to the everyday life of the nation.

The campaign was conducted as a war-time program until V-J Day and thereafter as a peacetime program.

PROGRAM

To accomplish these objectives, the U. S. Victory Pulpwood Campaign had a unique public relations medium which had been set up at the very outset of the drive, and which was intensified in 1945 in order to meet the record production demands being made upon the industry.

This public relations medium consisted of local pulpwood committees in more than 1,200 communities in 27 pulpwood producing states. These committees, in the main, were made up of the leaders of the community such as the newspaper editor, county agent and forester, clergymen and prominent businessmen.

This committee supported an advertising program which featured the use of Victory Pulpwood Committee ads *signed* by the members of the local committee, and supported the publicity program by permitting the use of the committee members' names in news releases which were issued periodically.

In addition, the committee conceived and helped to conduct local pulpwood rallies.

Advertisements signed by local pulpwood committees were paid for by the industry through the campaign organization—the war activities committee of the pulpwood consuming industries.

MEDIA

Newspapers.

More than 1,200 weekly and daily newspapers were used in the ad campaign.

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Advertisements.

Each newspaper received a thirty-inch paid ad monthly.

In addition, a mat and proof of a suggested mill ad were sent to each newspaper for sponsorship by pulpwood mills in the area.

Also, special local sponsor ads were prepared for each newspaper for sponsorship by local utilities, banks or business firms.

In addition, regional and national advertisers were persuaded to support the program by including in their individual advertising campaigns copy aiding the Victory Pulpwood Program.

These varied from slug lines to ads wholly devoted to the pulpwood campaign.

PUBLICITY

Suggested editorials and news releases were sent weekly to all campaign newspapers. In addition, mills received a special fill-in release which they could furnish the newspaper along with the mill ad.

Newspapers were furnished monthly press sheets in mat form. Press sheets contained illustrative feature stories; several news pictures, editorial cartoons, and one- and two-column filler items. Campaign press sheets were regionalized to provide newspapers with material pertaining to their particular regions.

Newspapers also received news and idea bulletins every month. These bulletins provide editors with a digest of the best and most provocative promotions appearing in other newspapers, as well as new campaign ideas.

Movies.

A fifteen-minute sound film entitled "Pulpwood Fights The Japs" was produced by the War Activities Committee and was distributed without charge to foresters, county agents and other agricultural groups.

Twenty-four-Sheets.

With the cooperation of government agencies, a twenty-four-sheet poster which carried the signature of the War Production

U. S. Victory Pulpwood Campaign

Board was placed on billboards throughout the twenty-seven pulpwood producing states. It carried a double-barrelled message: "There's Good Money In Pulpwood,"—"Our Armed Forces Need Peeled Pulpwood Now!"

One-Sheet.

A one-sheet poster campaign, aimed at Negro pulpwood workers, was conducted in the South. The poster, done in gravure and color, carried a picture of Sergeant Joe Louis, and his direct appeal to Negro pulpwood cutters: "Remember—Nine Out of Ten Cords Go To War—Our Boys Need All You Can Cut."

Radio.

One-minute and thirty-second spots, as well as special programs ranging from five minutes to one-half hour were produced. Lengthier programs featured people like the forester, county agent, etc.

Magazines.

Special articles in leading national magazines and in farm press publications.

Rotogravure.

The War Activities Committee prepared and distributed a special rotogravure four-page piece which told the story of pulpwood in war and in peace. This was used extensively by newspapers as a supplement; by mills as a circular, and by schools as an educational item.

Leaflets.

"Get Out Your Farm Timber For War." This two-column, French-fold leaflet was widely distributed among farmers.

Sermons.

Special Sunday sermons, prepared by selected clergymen, were widely preached from Southern pulpits.

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Circulars.

Thousands of circulars were printed by the committee and sent to county agents and foresters for distribution by them among farmers and pulpwood producers. On one side, the circular carried an article on "Pulpwood Cutting Tools—Their Uses and Care" and on the other side, a safety article entitled "Do's and Dont's for the Pulpwood Cutter."

Cooperating Groups.

The U. S. Victory Pulpwood Campaign was fortunate in being able to enlist cooperating groups in:

1. Government
2. Other Industries

Through the efforts of the War Activities Committee, the following government agencies were actively brought into the campaign:

- (a) War Production Board
- (b) Department of Agriculture Extension Service
- (c) Timber Production War Project
- (d) U. S. Army & Navy
- (e) War Food Administration
- (f) Office of War Information
- (g) Office of Price Administration
- (h) Department of Commerce
- (i) Farm Security Administration
- (j) War Manpower Commission U. S. Employment Service

All these groups gave the campaign Field Service support, and the War Activities Committee also was able to use the heads of these agencies in its advertising.

For example, immediately following V-J Day, The War Activities Committee and the War Manpower Commission worked out a joint labor recruitment campaign for the industry. The campaign enlisted all the facilities of the U. S. Employment Service.

This reconversion program had as its objective the speedy return of unemployed war workers in labor surplus areas (big

U. S. Victory Pulpwood Campaign

cities) to rural occupations *before* economic factors would normally induce the worker to act.

To do this a special high frequency classified advertising program was undertaken in 150 metropolitan dailies.

In addition, 1,200 campaign weeklies and dailies received special advertisements based on the "come back home" theme.

As supporting measures, the War Activities Committee prepared posters and leaflets which were placed in all U. S. Employment Service offices, post offices, community gathering places, etc.

Special radio material was created, by the War Activities Committee, for use by United States Employment Service state and local office directors.

The War Activities Committee also enlisted the aid of the publishing industry, and these supporting groups gave tremendous aid to the Victory Pulpwood Campaign:

1. The Newspaper Pulpwood Committee of the American Newspaper Publishers Association.
2. Periodical Publishers National Committee.
3. Farm Press Forest Products Committee.

The Newspaper Pulpwood Committee ran special advertising programs in critical areas.

The Periodical Publishers National Committee devoted its efforts and funds to supporting radio programs, field service, and local cutting contests.

The Farm Press Forest Products Committee, working as a group of volunteer space salesmen, obtained from clients collateral advertising in farm press publications.

Leading national advertisers, such as Listerine and Gem Razor, devoted to pulpwood either whole ads, insert boxes or slug lines.

It is estimated that more than \$225,000 worth of this collateral advertising was obtained by the Farm Press Committee in 1945.

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Organizations like the Farm Bureau Federation and the National Grange also were brought into the campaign through the efforts of the War Activities Committee.

A total of \$347,000 was expended for ads, paid space, field service, films, posters, leaflets, press sheets, news and ideas bulletins, local promotion, releases, editorials, twenty-four-sheets, administration expenses, etc.

In addition, the American Newspaper Publishers Association, the Periodical Publishers National Committee and the Farm Press Forest Products Committee expended an estimated \$100,000 in behalf of the campaign.

RESULTS

In terms of actual pulpwood production, mills received approximately 17,000,000 cords of pulpwood in 1945.

The goal set by the War Production Board for the industry at the beginning of the year was 16,000,000 cords.

It should be borne in mind that this tremendous production was achieved despite increased manpower shortages throughout the year, transportation difficulties, inclement weather and the pressure of other crop demands on the farmer.

In the months of May and June, for example, domestic pulpwood production exceeded that of the corresponding months of all preceding years.

The War Production Board estimated that the farmer was responsible for at least 35 per cent of all pulpwood production in 1945—a record figure.

In all instances, special publicity, advertising and promotion programs boosted production in areas where there had been critical shortages before these methods were initiated.

Newspaper Survey.

The War Activities Committee conducted its own continuing study of all campaign newspapers. It subscribed to all 1,200 newspapers and read and analyzed each one as to the news

U. S. Victory Pulpwood Campaign

stories, editorials, features, pictures and ads carried in each newspaper.

The survey showed that in one five-week period, the following material was carried by the press in the twenty-seven pulpwood states:

ADVERTISEMENTS

Mill ads	639
Paid ads	1190
Local Sponsor ads	304
(banks, utilities, etc.)	

(In addition, newspapers themselves solicited 943 local ads)

PRESS SHEETS

Features	132
Editorial Cartoons	99
News Pictures	244
<hr/>	
	475

News Stories	430
Editorials	556
Local Material	188

(Stories and pictures developed by individual newspapers.)

Newspapers that did a consistently good job in behalf of the campaign were singled out for commendation by the committee throughout the year. Often these commendatory letters were acknowledged by the newspaper by being reprinted.

The program succeeded in:

1. Establishing in Washington, in State capitals and throughout pulpwood producing areas, the essentiality of pulpwood.
2. Creating a better relationship between communities and the industry than had ever before been realized.
3. Setting up a more cordial feeling between pulpwood mills and farmers.

Public Relations in Action

4. Making friends for the industry in the newspaper and magazine fields, as shown by the following letter:

From the Democrat-Union, Lawrenceberg, Tenn.

"... I have intended writing you for sometime for the purpose solely of telling you that your conduct of the Victory Pulpwood Campaign has been the most appealing, the most efficiently handled, and the most praiseworthy effort that I have ever observed.

"It has been a genuine pleasure for our paper to have been privileged to cooperate with you . . ."

(signed)

CHARLES T. CRAWFORD, JR.

Publisher

That the program achieved its primary goal—boosting the supply of pulpwood—is attested by such letters as these:

From the War Production Board:

"... At the time your Committee was formed, the pulpwood shortage was indeed acute. It is a matter of record today that this shortage was averted. Without the aid of the Newspaper Pulpwood Committee . . . paper shortages would have been more critical. The current paper . . . for essential civilian uses would be much less."

(signed)

HAROLD BOESCHENSTEIN

Acting Director

Forest Products Bureau

From the War Production Board:

"You will be interested to know that the official minutes of our Pulpwood Industry Advisory Committee carry as their only recommendation, 'it was the consensus of the Committee that the program that has been carried on by the War Activities Committee of the Pulpwood Consuming Industries has been of tremendous value to the industry.'"

(signed)

CURTIS HUTCHINS

Chief

Pulpwood Production Branch

Chapter Twenty-nine

WAR PRISONERS AID

YOUNG MEN'S CHRISTIAN ASSOCIATION

NON-PROFIT organizations which depend upon public generosity for their existence have a particularly delicate public relations problem. They must avoid any hint of aggressive self-promotion, yet must attract the favorable attention of the public in order to obtain funds.

Frequently such an organization will err on one side or the other, and will find it exceptionally difficult to return the balance.

Such a situation confronted the Y.M.C.A. and its War Prisoners Aid, particularly with the Red Cross very actively promoting its own prisoners' services. This called for a thorough, extensive program of re-education, which the Y.M.C.A. instituted and which proved effective during the final months of War Prisoners Aid.

This program used techniques which might be called basic: A publication; radio broadcasts; folders; posters; specialized publication material; a speakers' bureau; newspaper stories and pictures; an information service; an explanatory brochure; and a book. Nothing spectacular was called upon, to avoid appearance of heavy expense and in the interests of dignity; yet sound use of the fundamentals brought results. This is a good formula to use when a careful balance is essential.

OBJECTIVES

On January 1, 1945, a random sampling of public opinion around the country disclosed that the man in the street was only vaguely aware of the vital war work the Y.M.C.A. was carrying on at tremendous expense among 9,000,000 prisoners of

Public Relations in Action

war behind barbed wire in thirty-six countries. This virtual anonymity of the agency as a war relief factor resulted mainly from the traditional policy of the World's Alliance of the Y.M.C.A., to shun publicity. Its obscure position was not improved by the highly efficient publicity efforts of the Red Cross.

It was the opinion of the average man that the Red Cross was the sole link between the prisoners of war and the world outside. Few persons among the hundreds questioned knew that the Y.M.C.A., through War Prisoners Aid, was pouring millions of religious, cultural and recreational articles into the hands of the war-imprisoned. None seemed to know that neutral-country Y.M.C.A. secretaries, representing the world organization, were daring death almost daily to "ride the barbed wire circuit" to carry spiritual aid and the essential humanitarianism of Christianity into these communities of despair.

So widespread was this belief that the Red Cross was laboring alone behind "The Wire" that almost invariably newspapers and magazines credited that organization with the prison camp contributions of War Prisoners Aid. Even prisoners of war, unaware that Y.M.C.A. shipments had to bear the stamp of the Red Cross to insure transportation through combat areas, wrote of the "wonderful religious and educational work" the Red Cross was doing in their compound.

Alarmed by these findings, the National Council of the Y.M.C.A. early in 1945 authorized its public relations department to launch a nationwide campaign to drive home the facts; with the proviso that all publicity efforts should be conducted so as not to conflict in any way with the over-all interests of the National War Fund, of which War Prisoners Aid of the Y.M.C.A. was a participating member. For this purpose the amount of \$70,000 was allocated.

METHODS

The following steps were taken to implement the campaign:

1. *War Prisoners Aid News*, a four-page monthly, originally

Y.M.C.A.'s War Prisoners Aid

published for Y.M.C.A. secretaries, was increased to eight pages and distributed to next-of-kin of prisoners of war, newspapers, magazines, radio networks, key government personalities and religious leaders. Its editorial content was revamped to tell the broad story of "Y" services among military prisoners and civilians interned around the world.

2. Radio activity, which previously had been confined to other fields, was expanded to highlight the drama behind barbed wire and the Y's part in it. To help paint this picture, the public relations department had Y.M.C.A. field men make recordings of the voices of American prisoners in a German prison camp for network use here, contacted former prisoners of war on their return and placed them on national programs. Sketches of prison life were prepared and "sold" to radio.

A fifteen-minute radio transcription, "That Men May Live Again," a dramatization of life under the shadow of the guard box, was produced and distributed free to all radio stations in Y.M.C.A. cities.

3. Special folders and posters were produced for general distribution and for use during National War Fund drives.

4. A staff member was assigned to the methodic production of material for the religious press.

5. A War Prisoners Aid speakers' bureau was set up. Speakers were men thoroughly familiar with the work of War Prisoners Aid. Rotary and other service clubs, churches, schools, Y.M.C.A.'s and other organizations heard the lectures.

6. Specially written news releases were prepared for distribution by the National War Fund. Editorial material was obtained from Y.M.C.A. men overseas.

7. War Prisoners Aid News Bureau was added to the Y.M.C.A. News Service and staffed with widely experienced newspapermen. Special releases prepared by this department were distributed to local newspapers through 1,300 Y.M.C.A. branch secretaries.

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8. War Prisoners Aid news and photo department was established. Staff members assigned to this rewrote reports received from abroad, contacted and maintained close relationship with photo and news service editors, and developed news and photo stories.

9. An information service for next-of-kin groups was set up and a publicity consultation service was organized for local groups.

10. A thirty-six page brochure, which for the first time dramatically presented in words and pictures the story of life behind barbed wire in Germany, was produced from material obtained from ex-POW's.

11. A combination welcome-home letter and questionnaire was distributed among 70,000 returning American ex-POW's. This served a twofold purpose. It gave the former prisoner of war a glimpse of the world achievements of War Prisoners Aid and garnered voluminous information for future publicity uses.

12. A staff writer and a researcher were assigned to prepare a book on Y.M.C.A. work behind barbed wire for 1946 publication.

To gear the campaign so that it would net the maximum publicity, the director streamlined his public relations department into what was more of a news bureau than a publicity office. Straight news, sharp photos and colorful features became the order of the day.

Interviews were sought and arranged with returning ex-POW's. Stories of their experiences were placed in newspapers and on the radio. During 1945, War Prisoners Aid received interpretation on a total of fifty-one network shows.

Special features also were written and placed with national news services. Columnists were enlisted, one of them giving over his widely syndicated column to an article based on Y.M.C.A. copy after having previously blasted the organization on the basis of distorted information.

Y.M.C.A.'s War Prisoners Aid

Nationally known cartoonists were also approached, notably Milton Caniff, who came through with a War Prisoners Aid reference in his Sunday "Terry and the Pirates" page which is published in a large number of newspapers.

Learning from returned prisoners that they had organized "alumni" clubs in camps, the Y sponsored and promoted Barbed Wire Legion clubs around the country, and staged "Welcome Home" parties.

Window displays, involving special exhibits showing the type of aid rendered by the Y, were supplied to department stores, schools and other public establishments.

To dramatize the work of Y secretaries in the war sectors, the Y.M.C.A. enlisted various stage personalities to make recordings of five-minute spot announcements for free airing on top networks.

In order to bracket prison camp aid in editorial minds with the Y.M.C.A., the Y instructed neutral country field secretaries to obtain what photos they could while visiting the barbed wire settlements. These photos were serviced to newspapers and wire services, and filed for use by magazines and other publications.

Release of the brochure "The Yankee Kriegies" was timed for the latter part of 1945. Included in the contents were photos "stolen" by a U.S. Army photographer while a prisoner.

Climax of the public relations campaign was the organizing of an AAF-YMCA Prisoner of War Exposition. This unique show displays more than eight hundred articles created by POW's in Stalag Luft I, Germany.

Obtaining word of the spectacular collection of items while they were still being crated at the German prison camp, the Y.M.C.A. got in touch with Col. C. Ross Greening, an American group commander at Stalag Luft I, shortly after his liberation.

Following negotiations, Col. Greening and a staff of twenty Army Air Forces officers were established in offices in the

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Y.M.C.A. headquarters at 347 Madison Avenue, New York City. On arrival of the exhibit material from overseas, it was shipped to the War Prisoners Aid warehouse in New York City.

On Oct. 2, 1945, the opening of the exposition at the Museum of Science and Industry in Radio City, New York, was covered by all news services and metropolitan newspapers. Officiating at the debut was Mayor Fiorello H. LaGuardia.

The show, which closed December 31, 1945, after attracting hundreds of thousands of visitors, is now on a national tour over the "department store circuit." According to present plans it will remain on view for the rest of 1946. While the stores bear most of the expenses, War Prisoners Aid is taking care of incidentals out of its original budget.

One of the highlights of the exhibit is a reproduction of a prison chapel, which is equipped with Y-supplied articles. This structure is the first exhibit to greet visitors as they enter the exposition.

While it could not, because of its comparatively small staff, assign a publicity representative to the road show, the Y.M.C.A. prepared a special publicity traveling kit for AAF men with the show. Photos and news releases in this kit have been published consistently in all cities in which the show has appeared.

Throughout its entire campaign, War Prisoners Aid has leaned heavily on the news value of the pictures it set up and the copy it sent out. Much of the written matter was used as written by newspapers throughout the country. This was also true of wire services.

RESULTS

Rated by the public relations department of the Y.M.C.A. as one of its major achievements during 1945 was its handling of the dynamite-laden "Winchell situation." Assailed by that columnist on his Sunday night program for an act it had never committed, the Y.M.C.A. was counseled by its public relations department against a direct clash. Instead, the department

Y.M.C.A.'s War Prisoners Aid

set about correcting the situation through news and editorial columns. The "incident" ended with the syndication by the columnist of a column prepared with Y.M.C.A. guidance in which War Prisoners Aid was emphasized.

Findings obtained through an informal survey by mail and visits to Y.M.C.A.'s across the country, disclosed the following results:

1. The general public in every Y.M.C.A. city is now aware of the nature of the work of War Prisoners Aid.
2. There is a noticeable increased co-mentioning of War Prisoners Aid with the Red Cross in magazine and news stories dealing with prisoners of war.
3. There is an increase in Y.M.C.A. references in radio, news and advertising copy.
4. An almost complete cessation of the question, "What did the Y.M.C.A. do in this war?" has come about.
5. Prestige of Y.M.C.A. as a whole has been heightened.
6. The people are aware that religion played a constructive role among prisoners of war.

Chapter Thirty

WOMAN'S CLUB SERVICE BUREAU

SALLY DICKSON ASSOCIATES

***E**VEN in a profession so young as public relations, it is unusual for a major new technique to be developed. As new media for reaching the public are developed, means of utilizing them are worked out: radio has caused a whole new phase of public relations work to be created, and television undoubtedly will bring another. But within existent media, new ideas are rare.*

Sally Dickson Associates conceived such a new idea: a means of reaching the highly influential women's organizations in a manner acceptable to those organizations and their members. The Woman's Club Service Bureau utilizes the sound principle of promoting a client through service to the clubs. The women know the source of the information they receive and there is no effort to disguise its sponsorship. Yet this material is so skilfully prepared that it escapes the stamp of exploitative commercialism.

This Bureau opens the way to an extensive reorientation of industry's consumer education; and it hints at means of reaching other supposedly "closed" groups, such as church groups and schools.

Both the actual operation of the Woman's Club Service Bureau and its implications of new paths are valuable to the public relations profession.

INTRODUCTION

For many years industry has recognized the need of a medium through which to reach women's clubs which traditionally avoid anything that seems commercialized, with facts about specific products and services. Taking the lead in an effort to

Woman's Club Service Bureau

meet this need, the American Viscose Corporation, America's largest producers of rayon, in cooperation with its educational agency, Sally Dickson Associates, undertook extensive research to determine the methods, techniques and channels best calculated to reach this important and influential market.

After careful investigation, it was decided that the establishment of a central clearing house for the preparation and distribution of industry-sponsored club program material would provide an effective liaison between business and organized club groups. In the fall of 1944, therefore, the Woman's Club Service Bureau was originated as a division of Sally Dickson Associates. By December, 3,600 women's clubs were enrolled in the Bureau.

The initial club program prepared by the Bureau was developed for the American Viscose Corporation. Called the "Ray-on Sewing Portfolio," it was mailed out to clubs in December, 1944.

OBJECTIVES

For the year 1945, the objective of Sally Dickson Associates was to extend the number of clubs covered by the Woman's Club Service Bureau to the point where, through the Bureau, various business firms could reach and influence the woman's club market on a truly extensive scale.

In extending its coverage of clubs, the Bureau was faced by two problems:

1. How to contact the thousands of clubs active throughout the country with information about its services.
2. How to make its service attractive enough to clubs to warrant their requesting and using the Bureau's business-sponsored programs.

METHODS

These problems were resolved as follows:

1. By determining and using the most economical media for enrolling clubs in the Bureau, namely: direct mail, personal

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contact and moderate publication advertising.

2. By determining and using the "approach" best calculated to sell clubs on the advantages of the Bureau's services, namely: the educational approach.

MEDIA

Direct Mail. Personalized letters were sent to individual clubs throughout the country. These explained the nature and services of the Bureau, and invited clubs to write in for its programs if they felt they would be of service to them in their club activity.

Similar letters were sent to the key officers of various national or regional club groups with which many individual clubs are affiliated. These officers were invited to make use of the Bureau's services in their work with the individual clubs under their jurisdiction.

All letters received by the Bureau from hundreds of clubwomen were given immediate personal replies, and every effort was made to give clubs any help that they asked for in connection with their program problems.

Personal Contact. Numerous personal visits were made to conferences and meetings of regional and national women's clubs, and personal interviews were held with their officers, to determine clubs' program needs, and to acquaint the clubs with the services offered by the Bureau.

Advertising. The Bureau's first program, "The Rayon Sewing Portfolio," sponsored by the American Viscose Corporation during 1944, was offered through that firm's advertisements in the *Clubwoman*, national club magazine published by the General Federation of Women's Clubs. Clubs filling out the coupon used in the advertisement were immediately invited to enroll in the Bureau.

EDUCATIONAL APPROACH

Generic material. As a result of this contact with clubs, it was apparent that a purely educational approach, eliminating all

Woman's Club Service Bureau

obvious sales pressure, was the only one that would be truly acceptable to this market. Club members are eager for facts and information about products and services pertinent to home-making, health and personal needs, but they are shy of any selling effort. To meet this condition it was decided to continue preparing all club program material in the form of educational kits, devoid of any hard-selling advertising appeals.

Clubs, it was also realized, must have complete confidence in the impartiality and authority of the sources from which they receive their program helps. Possessed of intelligence and influence, clubwomen prefer to form their own opinions from data furnished to them by recognized educational centers. Thus all material serviced by the Bureau had to be impartial and non-commercialized to meet the specialized program needs of organized club groups.

Fulfillment of club needs. In a broad effort to ascertain just what subjects clubwomen would most like to have covered in program material, a survey was conducted among 4,000 selected clubs. A list of suggested subjects was sent with a prepaid return postcard attached so that clubs might advise the Bureau of their preference in subject matter.

Appropriation.

A budget of \$7,000 was appropriated for the development of the Bureau, as outlined above. Of this amount \$6,942 was actually expended.

RESULTS

1. From this effort the number of clubs enrolled in the Bureau increased by 142% during 1945. On the basis of 101 members per club, 518,235 individual club members were thus added to the Bureau's coverage during the year.

CLUB ENROLLMENT, DECEMBER 1944	CLUB ENROLLMENT, DECEMBER 1945
3,600 Clubs....365,600 Women	8,735 Clubs....882,235 Women
Increase—5,135 New Clubs; 518,235 New Members	

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2. Letters welcoming the Bureau's services, as received from hundreds of clubwomen throughout the year, attest to the enthusiasm with which clubs responded to the Bureau's program helps.

3. In response to the program-subject inquiry sent to 4,000 clubs by the Bureau, 1,518 clubs listed their preferences, thus giving the Bureau an understanding of club interests and program needs.

The following is a case history of what the Woman's Club Service Bureau achieved, during 1945, for one program sponsor, the American Viscose Corporation:

The objective laid down, the methods used, and the results obtained by the Bureau for the American Viscose Corporation during 1945 are:

Objective.

To reach large groups of clubwomen with authoritative, up-to-date information about rayon—its proper buying, use and care. A purely educational club program was projected, with the entire emphasis to be put on bringing about a better consumer appreciation and understanding of rayon as a basic textile fiber.

Methods.

As each new club name was added to the Woman's Club Service Bureau roster during 1945, it was serviced with the first program which had been prepared for the American Viscose Corporation in 1944—the Rayon *Sewing* Portfolio. In the fall of 1945, a new program kit—the Rayon *Wardrobe* Portfolio—was planned and written under the direction of the Consumer Education Department of the American Viscose Corporation. This second program provided clubwomen with complete data on the intelligent selection, care and use of rayon fabrics, particularly as applied to ready-to-wear clothing.

In detail this program kit offered each club the following working material for comprehensive discussion meetings:

Woman's Club Service Bureau

A program plan for the club program chairman, telling her exactly how to proceed in preparing for an interesting rayon clothing meeting. Included in this were suggestions for such supplementary projects as displays, demonstrations, playlets, clothes clinics, fashion shows and field trips.

Outlines of talks for member speakers. These make it possible for appointed club members, themselves, to serve as speakers for the meetings, so that clubs need not depend upon "outside" professional lecturers.

Twelve reference leaflets, giving complete, authentic information on rayon—its proper buying, use and care.

Return prepaid postcard enabling the club chairwoman to order free quantities of the reference leaflets, in advance of the meeting, in order to distribute them among all club members to take home for their own study and use.

Publicity releases to be used in securing local publicity for the meetings.

"Lead-in" questions and answers to start an open discussion at the close of the talks by member-speakers.

A program report form to be used if the chairwoman cared to extend to the Woman's Club Service Bureau the courtesy of a report on how the program was used.

This portfolio was mailed to all clubs enrolled in the Bureau as of November 15, 1945, and to all others subsequently enrolled during the balance of the year.

Appropriation.

The total 1945 appropriation of the American Viscose Corporation for its club work through the Woman's Club Service Bureau was \$16,000. This was broken down as follows:

1. Budget allowed for follow-up work on the first program,
The Rayon Sewing Portfolio \$3,000
Amount actually expended for this work 2,947
2. Budget allowed for preparation and distribution of the

Public Relations in Action

second program, The Rayon Wardrobe Portfolio, including fee to Sally Dickson Associates	\$13,000
Amount actually expended	\$12,390

Results.

1. Through the Woman's Club Service Bureau, the American Viscose Corporation put its consumer educational material into the hands of 8,735 clubs, representing 882,235 women, during 1945. All of these clubs received the Rayon Wardrobe Portfolio and the 5,135 clubs that had not been serviced with the Rayon Sewing Portfolio during 1944, being enrolled in the Bureau as of 1945, received that portfolio also as they enrolled.

2. As evidence of the enthusiasm with which clubwomen received this material 249,242 reference leaflets for individual club members were requested by club chairwomen from the Rayon Sewing Portfolio during 1945. Also requested were 125,375 reference leaflets for individual members from the Rayon Wardrobe Portfolio during the few weeks remaining in 1945 after that program had been distributed in November.

3. As evidence of the "extra-curricular" spread of this educational material, requests were received for 7,000 additional copies of the Rayon Sewing Portfolio to be used by such groups as YWCA's, Girl Scouts, home economics teachers, government home extension agents and welfare houses. In addition, The American Viscose Corporation offered its club programs through its general consumer advertising, receiving 2,736 requests for them through this medium.

4. An indication of the prestige attained by the American Viscose Corporation among clubwomen as a result of this activity was given by hundreds of unsolicited letters written by club program chairwomen.

APPENDIX

WINNERS OF 1946 MERIT AWARDS OF AMERICAN PUBLIC RELATIONS ASSOCIATION AND THE PANEL OF JUDGES

The Advertising Council
American Association of Small Loan Companies
American Fat Salvage Committee
American Meat Institute
American Trucking Associations
Associated Printers and Lithographers of St. Louis
Bates College
Capital Transit Company
Cities Service Company
Civil Aeronautics Administration, Office of Aviation Information
Committee for Economic Development
Congress of Industrial Organizations
Sally Dickson Associates
Financial World
Georgia Power Company
Institute of Life Insurance
Station KVOO, University of Tulsa
Long Beach Retailers, Associated
Los Angeles *Times*
F. W. McKenney and Associates
Manhattan Rubber Division, Raybestos Manufacturing Company
Milk Industry Foundation
National Association of Broadcasters
National Association of Independent Tire Dealers
National Broadcasting Company
National Opinion Research Center, University of Denver
New York, New Haven and Hartford Railroad Company

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Pictograph Corporation
Rowe Manufacturing Company
Signal Corps Photographic Center, United States Army
Society of American Florists
South Jersey Manufacturers Association
Southern Pacific Company
Southern Railway System
Terminal Island Navy Shipyard
United Church Canvass
United States Coast Guard
United States Department of Agriculture
U. S. Pulpwood Council
War Prisoners Aid of Y.M.C.A.
Wisconsin Power Company
Station WNAX, Yanktown, So. Dak.
Ziff-Davis Publishing Company

PANEL OF JUDGES

Donald M. Bernard	Theodore R. Gamble
Advertising Director	Former Assistant to the Sec-
The Washington Post	retary, United States Treas-
John Brandt	ury Department
President-Manager	Glenn Griswold
Land O'Lakes Creameries,	Publisher
Inc.	<i>Public Relations News</i>
Minneapolis, Minnesota	Robert S. Henry
Dr. Harwood L. Childs	Assistant to the President
Associate Professor of Politics	Association of American Rail-
Princeton University	roads
Stephen T. Early	Charles R. Ross
Vice-President	Secretary to the President of
Pullman, Inc.	the United States

GLOSSARY

Advertising. Persuasive material which is presented to the public as acknowledged appeal of an identified party. It is almost always paid for, and therefore is fully controlled in context, presentation, medium, etc. by the appealing party. In some instances, an item may be called either advertising or publicity, such as posters, brochures and industrial motion pictures.

Boiler Plate. Cast-metal reproductions of newspaper stories and illustrations, sent by syndicates to small newspapers which have limited facilities for typesetting. Often full pages of boiler-plate are used by small country papers, to fill in the space not occupied by local items or advertisements.

Booklet. A printed piece of six or more pages, with a paper cover and prepared as a bound unit, usually by stapling. (See "Brochure.")

Box. A newspaper item enclosed within printed borders.

Broadside. A printed piece intended for quick reading and motivation to quick action. Printed on one side of a single sheet.

Brochure. A printed piece containing six or more pages but seldom more than thirty-two, and usually with a paper cover.

Bulletin. Any written report on recent events. Trade associations issue bulletins to their members when conditions arise that the members are likely to find of interest.

Campaign. An organized effort to alter or formulate the opinion of any public or group of publics.

Cheesecake. Photographs depending for their appeal upon display of feminine sex-appeal. "Leg art."

Circular. A mailing piece or free-distribution item, usually one

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sheet. An item intended for widespread, inexpensive distribution.

Clipping Returns. Clippings of stories or other published material mentioning a specified subject, taken from newspapers, magazines, trade journals, specialized publications and/or house organs. Most frequently these are obtained from commercial clipping services which supply clippings from numerous publications for a flat rate per clipping.

Clipsheet. A printed page of stories and/or illustrations, sent to publications so they may clip out any item they may wish to use. Combines a number of releases into one mailing and provides editors with a quick means of judging story-value and length.

Drop-In-Ads. Advertising messages which are added to regular advertisements of a different character. During the war thousands of advertisers carried lines such as "Buy War Bonds" in their regular commercial advertisements; these were "drop-in" or "hitch-hike" ads.

Flyer. A mailing piece prepared to announce or promote new merchandise, a sale or a special offer.

Folder. A printed piece of four pages. Also, a four-page heavy-paper container for other printed materials.

Hitch-Hike Ads. Same as "drop-in ads."

Home-town Stories. Stories prepared for the local newspapers of individuals who are participating in an event or activity. The armed forces frequently sent such stories to the papers in the home-towns of servicemen.

House Organ. A publication issued by an organization periodically, to achieve part of a public-relations goal. There are three general types: Internal, intended for members of the organization only; External, intended for outsiders only, such as retailers who carry the firm's product, customers, prospects and/or influential persons; and Combination, which serves both functions.

Glossary

Leaflet. A printed piece, usually of four pages. Often interchangeable with “pamphlet.”

Lithography. The process of reproducing illustrations and type by impressing a greasy material on a stone or other hard surface and then applying the paper.

Manual. A compilation of directions and instructions. Used to describe such compilations in book or booklet form.

Mat. A paper mâché impression of a printing plate, from which a lead casting can be made to reproduce the material on the original plate. They are used to save the expense of making a large number of duplicate plates and mailing them to many outlets; and are used chiefly by small publications which do not have facilities for making plates (known as “cuts”) from original pictures, drawings or layouts.

Media. Avenues through which public relations messages are transmitted. Common media include newspapers, magazines, radio, paid advertising, word-of-mouth, books, music, paintings, cartoons, posters, leaflets, brochures, speeches, trade publications, house organs, etc.

Mimeographing. A trade-marked process for reproducing type-written or hand-worked material by use of a wax stencil on a rotary-operating machine. Effective up to about 2,000 copies from one stencil.

Multigraphing. A trade-marked process for making numerous copies of typewritten or hand-drawn material.

Multilithing. A process for reproducing large numbers of copies of typewritten material.

Pamphlet. A printed piece of a few pages, with a paper cover. Often interchangeable with “leaflet,” except that a pamphlet may contain more pages than the word “leaflet” will permit.

Program. The planned outline for a campaign.

Promotion. Activities intended to stimulate interest in a product, organization or cause.

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Propaganda. Any effort to influence the opinions of others.

Public. Any group of individuals which a public relations program seeks to influence. A committee of three may be a public; so may a firm's stockholders, its employees, its customers, its community, a legislature, the entire nation.

Public Relations. All activities and attitudes intended to judge, influence and control the opinion of any group or groups of persons in the interest of any individual, group or institution.

Public Relations Counsel. A person engaged in conducting public relations activities. Sometimes used especially to designate those who function on a fee basis, rather than as employees of the organization they serve; but this distinction is becoming less common. Implies advising on relations with publics, as well as specific activities, such as publicity, advertising, etc.

Publicity. A technique of public relations which involves presenting a message to the public through media which are not paid for the purpose.

Slug Lines. Words placed at the upper left of each page of a story to identify the story during typesetting and makeup of a publication.

Stuffer. A printed piece intended for insertion into pay envelopes, packages delivered to customers, with bills and receipts or any other item that provides a medium of delivery.

DELHI UNIVERSITY LIBRARY

Books drawn from the Library by Members of the Court, Members of the University constituent Colleges may be retained not longer than **one month**.

Books drawn by Students on Roll, and by others who have obtained special permission may be retained not longer than **two weeks**.

Numbers of periodicals issued are due back one week after being taken out.

A fine of one anna will be charged each day for each volume or number that is overdue.

Borrowers will be held strictly responsible for any damage done to books while in their possession.